

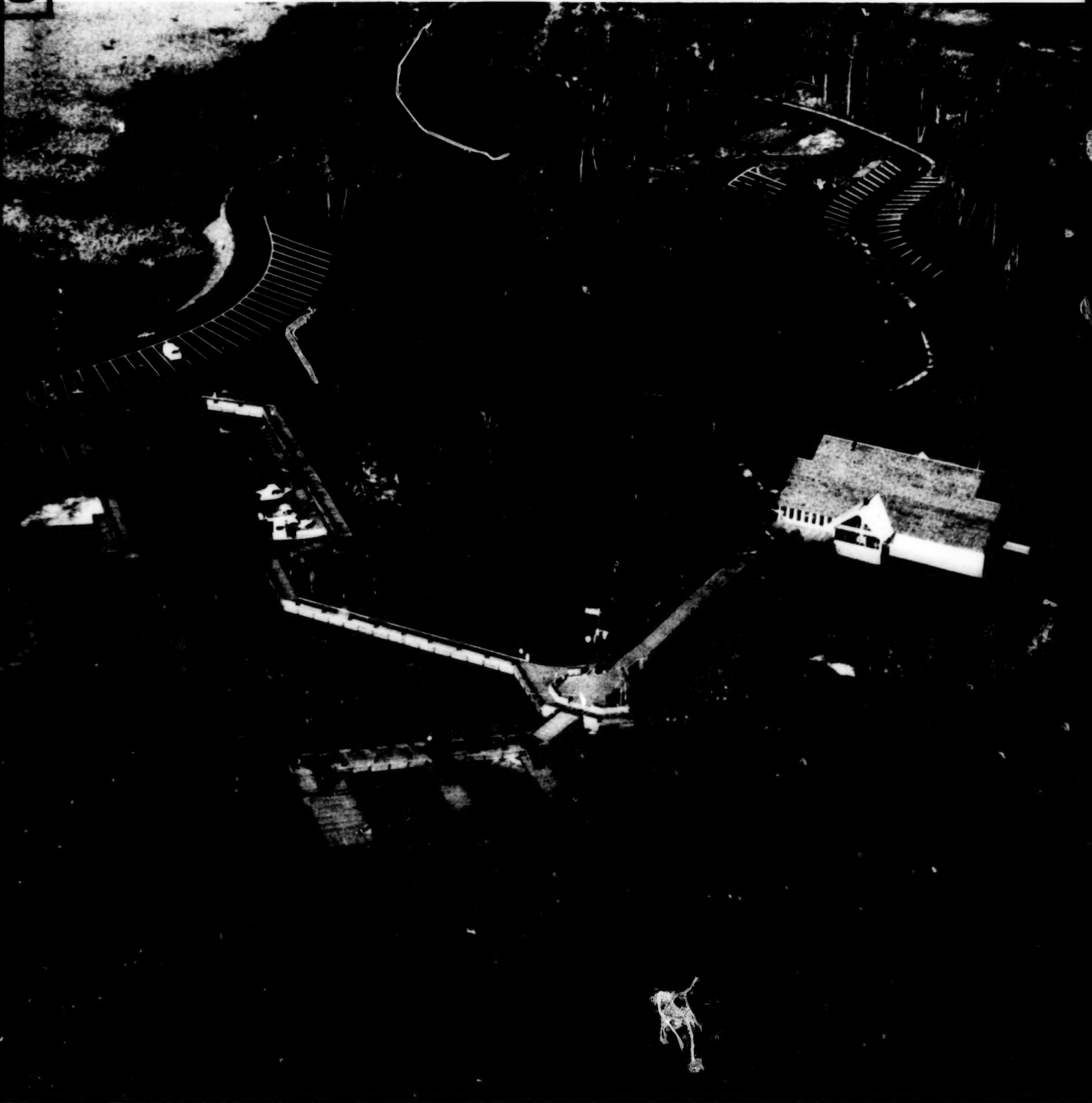
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COURIER

CONTIN



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COURIER

NEWSMAGAZINE OF THE NATIONAL PARK SERVICE

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FEATURES

BUD SIVERTSON, ISLE ROYALE FISHERMAN AND MORE — 5

DAYS IN THE LIFE — 7

THE DENVER SERVICE CENTER — 9

THE ROLE OF DSC — 11

PLANNING, DESIGN AND CONSTRUCTION WORK TOGETHER — 12

PLANNING LOOKS TO THE FUTURE — 13

DESIGN BRINGS PLANS TO LIFE — 16

CONSTRUCTION MAKES PLANS AND DESIGNS WORK — 20

DEPARTMENTS

COMMENTARY — 2

PARK BRIEFS — 25

NPS PEOPLE — 28

E&AA — 31

COVER

An aerial view of Rainy Lake Visitor Center in Voyageurs NP, by Saari & Forrai Photography, illustrates construction issues that DSC works with on a daily basis. The center was designed to welcome visitors from land and water. The back cover is a detail from another DSC project, the sensitively planned Knife River Indian Villages Visitor Center.



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THOUGHTS ON THE 75TH ANNIVERSARY SYMPOSIUM REPORT

While working on my computer recently, I started thinking about where we are in the implementation process for many of the recommendations that came out of the 75th Anniversary Symposium. Herb Cables and the members of Team Implement are wrestling with the most pressing problems—the ones we can get a head start on—while Gerald Patton, director of Strategic Planning, is getting his homework done to help us set a long-term strategy for dealing with those issues that will require additional information and for developing long-term plans for us to implement.

Having had some recent long flights, I have finally had the time to read the Symposium report, including the work group reports, in some depth. I must say that the report is extremely well done and can help provide the basis for much of our activity for years to come.

Most of the issues raised in the report come as no surprise to most of us. The problems we face didn't just occur last year—they have been building through years of administrations. They are not Republican or Democratic problems. They are not Administration-versus-Congressional problems. They are not problems created by ill will for the Park Service.

Rather, they are the typical problems that tend to grow in all agencies, public and private. Sure, they are serious and we must treat them seriously, but we mustn't become paranoid and think that, somehow, the National Park Service has gotten the dirty end of the stick. Instead we must close ranks and work to make a great agency even greater.



If there is one criticism I might have of our 75th Anniversary it would be that we spent a lot of time in introspection and little time in public celebration. No one can dispute that we run the world's greatest national park system. There is no argument that we are consistently voted the most respected agency of the federal government. We have no reason to hang our heads, and we have plenty of reasons to take great pride in what we do.

What capital city in the world looks any better than our own? Our National Capital Region parks people make Washington, DC, a place of great pride for all of us. Where is there more beauty than our great natural parks? Who is doing a better job of guarding the nation's culture and history? The obvious answer is that we were and still are the best at

what we do in the world.

The Symposium report criticized our leadership, and there are some things we can do about that by providing better opportunities for additional education and training. But remember, in a successful organization leadership pervades an agency. Leadership in the National Park Service is not just in Washington, not just in the regional offices, not just in the superintendents' offices. It must come from each of us. Together, we are leadership. We must commit, each of us, to do what we can every day.


James M. Ridenour

FROM THE EDITOR

I seek passion—passion as it is expressed in the energy and enthusiasm of those around me. I listen for it in the way a speech is delivered. I watch for it in the spirit with which a job is done. For me, the level of involvement it signifies is the way I connect with the thoughts and activities being expressed around me. Those that are accomplished half-heartedly attract me less than those where commitment shines through.

But language is a funny thing. Whether verbal or nonverbal, it has a way of meaning different things for different people—one thing for the person with whom it originates and sometimes quite another for the one receiving it. And so the points of connection I look for to guide my understanding of the unfamiliar are not always as accurate as I expect them to be.

John Reynolds observes in his introduction to this issue of *Courier*, which focuses on the Denver Service Center: "The NPS family is an extremely varied collection of people working in both the field and in support offices across the nation. These people possess an immense array of skills—all necessary to the successful management of a national park system. They also bring to their jobs various and often dissimilar levels of understanding about issues as well as the skills, expectations and frustrations their fellow employees bring to the organization."

So if we all have different ways of understanding each other—"dissimilar levels of understanding" as John says—and if many of these are incomplete, though well-intentioned, efforts to get at some shared truth, how do we come to understand each other?

I think a good part of it is simply choosing to pay attention, to listen, to be interested enough in reaching some common ground of understanding that we bring our most attentive selves to whatever it is we are seeking to understand. Of course, most of us are selective in our choosing, having little opportunity and even less time to take on the broad field of knowledge tackled by those renaissance minds of the past whose curiosity was peaked by *everything*. What most of us do have, however, is a common interest—indeed a common passion—for information pertaining to the National Park Service. And even when we don't have complete information (which happens sometimes), we certainly have

opinions—about the way the Service works, about who its leaders are, about what's right with the organization and what's wrong. And certainly among those numerous opinions we have all talked about and shared (sometimes passionately) with each other, there have been at least a few that have probably targeted the Denver Service Center.

What is the Denver Service Center? What does it do? Who works for it? Is the staff's passionate commitment to the National Park Service any different than that of the other parts of the agency? The special insert on DSC this month gives readers an opportunity to answer a few of the questions they may have asked themselves or asked each other.

For me, up until this issue, DSC was alien territory. Planning, design, construction—what did I know about any of that? Where could I find the connections I needed to become comfortable with this part of the National Park Service that I knew so little about. As it turned out, all I really needed to do was read—to bring my attention to the material DSC employees Greg Sorensen and Kathy Dimont worked so hard to compile for this month's issue. Once I started to read, I found the connections to be a lot more obvious than I would have suspected. I read a discussion of sustainable design, and realized that the concept fit neatly with many of the elements I believe should be part of the way we live our lives—as a community of individuals rooted within the natural world rather than at odds with it. Denny Galvin's discussion of future directions for DSC focused on the increased applicability of scientific data to the planning process as well as the conservation of park areas closer to home—and who could not applaud both directions: open space provides city dwellers with an opportunity to make attachments to the natural world, and the application of scientific data to the formula ensures greater protection for that world. Then, of course, there were the success stories, like the new visitor center at Knife River Indian Villages NHS, created in consultation with area tribes, whose design celebrates the cultural and natural values found at the park; and the Barataria environmental education center, part of Jean Lafitte NHP, designed to blend with the environment in order to educate others.

But there can be no success without a few failures, because they help us grow as individuals and as productive, contributing employees. They are the things we learn from, the part of our foundation that enables

us to forge ahead to accomplish the larger tasks on which our careers are ultimately based. They, as well as our early successes, are the less visible parts of the process—albeit the parts that everybody seems to know about, talk about and think they understand. But if John Reynolds is right, if the apparent certainty with which we evaluate others is merely an expression of our dissimilar levels of understanding, then, perhaps, we are being given a chance here to test ourselves and the clues we rely on to guide our interpretation of the true nature of the work others do. In this issue focusing on DSC, we are permitted to see the service center the way it sees itself, to share a sense of the complexity of the work and, yes, the passionate involvement of the employees committed to carrying it out. And, then, to ask ourselves where we stand, to determine if some of our questions have been answered, to decide if a point of connection has been made.

And, ultimately, connection is everything, no matter how it comes or what form it takes. Connection is what assures us that, although of dissimilar understanding, all of us are passionately, intellectually, and singlemindedly focused on carrying out the good work that the National Park Service has been mandated to do.

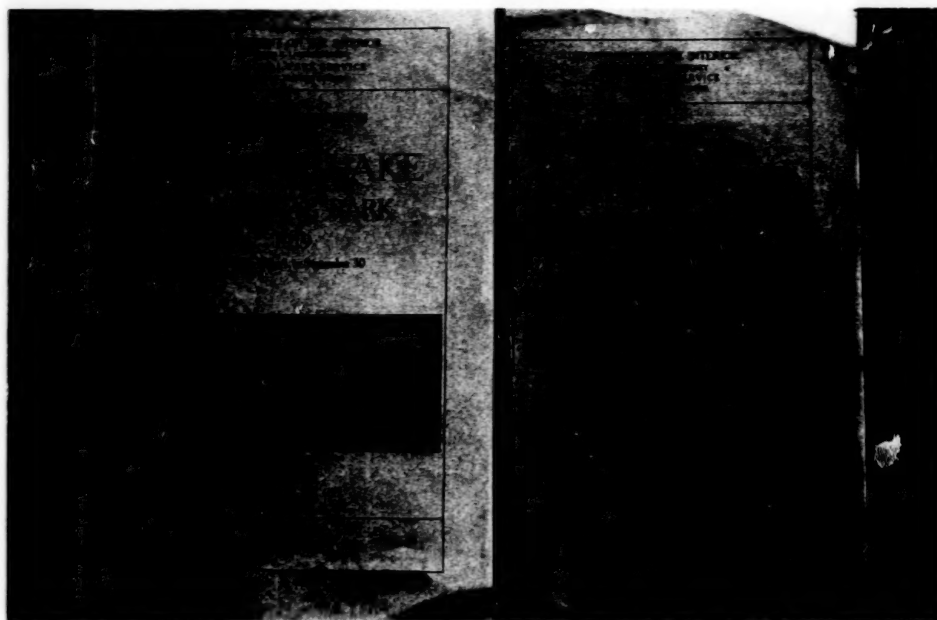
"GRIDS" OF YESTERYEAR

Dixie

Some months ago a friend's husband mailed me a bunch of pamphlets and a book he had bought in an antique bookstore in suburban Boston. They were relatively inexpensive and he made them a gift to me.

To me the best selection within the fine lot he purchased was the 6"x9", 28-page *General Information* booklet issued in 1919 by the GPO for Crater Lake NP (Season July 1 to September 30). Definitely a double "Wow!!" rating.

It's no secret that that 25-square mile mountain bowl filled with the bluest of lakes where ol' vol' Mt. Mazama once towered, is my favorite site in our system. As a straight-flying Clark's nutcracker would go, Rim Village is a mere 39 miles north and 2,553 miles due west of my house (but who's



Early century information booklets on Crater Lake NP and Mount Rainier NP.

measuring!). I've been to Cleetwood Cove twice (1974 and 1980) and have hiked down to the lake for a boat trip during each visit. Doesn't local Indian lore say something like, "If you trek down to the water (or touch it?), you are destined to return?" I made sure I did—each time.

But back to the point at hand. On the booklet's cover are the names of Secretary of the Interior Franklin Knight Lane, NPS director Stephen Mather and a nice b&w picture of Wizard Island and Llao Rock. Inside is an "at a glance" list of the (then) 18 national parks including the former Platt, Sullys Hill and Lafayette (Acadia), totaling 10,739 square miles. Then comes an advertisement for Robert Sterling Yard's magnificent "National Parks Portfolio," Mather's clever publication ploy to win the hearts and minds of influential citizens and Congressmen.

Your basic "contents" follow: general scenic descriptions; administrative info; travel info (especially important were train routes); hotels and camping prices (back then Crater Lake Lodge board and room with hot and cold water cost \$4.50 per day per person); points of interest; a detailed two-page map, and park rules and regulations.

In addition to the Crater Lake publication, there was a similar 44-page booklet on Mount Rainier's 1918 season, a smaller eight-page version for 1917 published by the Northern Pacific Railroad and two folders dealing with Yosemite. One was a 1918, 12-pager titled "Curry's Yosemite Automobile Road Guide."

Even then there was a \$5 fee for a season's pass to the park for a driver and auto. The second accordion-like pamphlet has 16 sides of info (10 contain pictures and a map) from the Shafer Brothers, managers of the Yosemite National Park Company. No publication date is given but it appears to be the same period.

The only real "book" my friend found was even older than the pamphlets—a 32-page, rather fancy item called "Yosemite National Park," copyright 1912 by O. W. Lehmer and published by the Yosemite Valley Railroad Company. When opened, it is 22" by 8" and, though it has a very informative text, the pictures really grab your attention. A dozen of them are "color paintings" and they complement more than 30 historical b&w pictures as well as several pen and ink drawings that serve as decoration. Even the paper—well, you just don't see paper like this anymore. It goes very well with my 1909 copy of John Muir's *Our National Parks* book that I found several years ago.

Of course, all of this stuff was printed during this agency's infancy—its first blitz of organized park information sprinkled with or sometimes published by the concessioners, who were gearing up their promotions to draw even larger waves of (mostly) eastern travelers.

But that was then; I'll have some "now" stories on our beloved grid folders when these columns are again available.

LEGISLATIVE UPDATE

During March, 15 bills were introduced by Congress; the House held hearings on four bills and the Senate held hearings on five; the House Interior and Insular Affairs Committee, Subcommittee on National Parks and Public Lands, concluded markups on seven bills; and the House Full Committee concluded markups on eight bills. Six reports were filed. Seven bills were passed by the House: S996, to authorize and direct the Secretary of the Interior to terminate a reservation of use and occupancy at the Buffalo National River; HR2321, to establish the Dayton Aviation Heritage National Historical Park in the State of Ohio/amended; S1254, amended, to increase the authorized acreage limit for Assateague Island National Seashore on the Maryland mainland; S870, amended to authorize the inclusion of a tract of land at Golden Gate National Recreation Area; HR3011, (to amend the National Trails System Act) to designate the American Discovery Trail for study to determine the feasibility and desirability of its designation as a national trail; HR2926, to amend the Act of May 17, 1954, relating to the Jefferson National Expansion Memorial, to authorize increased funding for the East Saint Louis portion of the memorial; and HJRes 402, approving the location of a memorial to George Mason.

On March 3, a new area was added to the system. The President signed into law HR543, a bill establishing Manzanar NHS in California. On March 19, the President signed S996, described above.

NPS ACTIONS

The National Park Service is coordinating a Departmentwide project to develop policies and procedures for the management of museum property. Bureaus completed the first-ever survey listing the size and location of museum property collections throughout the Department. A task force, formed in April 1991 with representatives from all bureaus, will complete its work in 1993 with the issuance of Departmentwide policies and procedures.

The Southeast Region's Planning and Federal Programs Division has changed its name to Conservation Assistance Division.

COMMENTARY

As part of that change, the Surplus Property and National Natural Landmarks programs have been transferred to the Grants Division.

In cooperation with the University of New Mexico, the Wildlife and Vegetation Division co-sponsored a workshop in Albuquerque in February which looked at NPS strategic ecological research needs. The workshop focused on developing a unique role for NPS units in the area of ecological research, especially global change, biological diversity and ecosystem sustainability.

February's Biosphere Reserve Integrated Monitoring workshop brought Mike Ruggiero and Bill Gregg together with participants representing nine countries. These participants recommended that EuroMAB biosphere reserves and the representative national committees should work to create linkages and networks to aid access to extant data base information. Final recommendations are expected shortly.

Administered by the Department of Transportation (DOT), the National Recreation Trails Trust is a new grant program providing up to \$30 million annually to the states for acquisition, development and maintenance assistance for recreational trails. Recreation Resources Assistance and Recreation Grants Divisions have been meeting with DOT to work out the fine points of implementing the program.

The FY 93 budget requests \$5 million for an NPS Challenge Cost Share Program. Draft guidelines for submitting projects were sent out for regional comment in February. More information about this program is available from Gary Johnson (202/343-8115) or Steve Slipek (202/208-4581).

WASO's L Street offices will be making a big move this summer. Once that takes place, the new address will be: 800 North Capitol St., NW, Washington, DC 20002-4233.

LETTER

Always, when I receive the *Courier*, I immediately sit down to read it as if it were a love letter from my friends. When the February issue arrived, I was pleased and surprised to see so many pictures, including

one of Laurie Story and one of me...

I enjoyed Loretta's article so much and sometimes I wish I, too, could browse over old issues of the *Courier*, but, sadly, I shipped my copies back to the Public Affairs Office....

It was nice to read Pat Hurley's letter also. He sounds happy in his work, but I always thought it was a great loss to the Park Service when he was "rified." He is an excellent artist, and one of the hardest working, most agreeable and fun persons I ever worked with.

I loved reading about the Vail Conference...and I get very nostalgic about my work in the Park Service and my many wonderful, wonderful friends. Sometimes I even wish I were still in the area. And I'm pretty sure most former employees feel that way about the Park Service. I'm looking forward to the Yosemite E&AA gathering in 1993.

Naomi Hunt

BOOKS

"Wildlife Research and Management," published by University of Illinois Press, represents the culmination of independent research by NPS research scientist Gerry Wright, who works at the University of Idaho Cooperative Park Studies Unit. The book covers the evolution of science in the NPS, as well as such issues as animal control, exotic species management, and bear management.

The Complete Guide to America's National Parks, 1992-1993 edition, retailing for \$15.95, is available from the National Park Foundation. Written with the cooperation of NPS employees, the guide contains complete visitor and travel information, including visitor activities, accommodations and camping facilities, hiking trails, and fees. Proceeds from the sale of the book are used by the Park Foundation to support priority projects within parks.

SYMPOSIUM UPDATE

• In the spirit of the Vail Symposium, natural and cultural resources professionals met at Cape Cod in March to identify ways to meet the Vail challenge to "promote closer ties between cultural and natural resource professionals." Attendees agreed to: pursue interdisciplinary cooperation that will enable such joint management issues as cultural landscapes, traditional use of resources, and agricultural practices to be addressed; improve coordination of resource protection and law enforcement efforts in connection with looting, vandalism, and similar illegal activities; improve resource management training; increase the number of professionally trained and highly skilled resource managers; and involve natural and cultural resources professionals in the early stages of the planning process. The recommended goals and actions developed during the conference have been divided into those that can be implemented by the Associates for natural and cultural resources, that can be implemented only after further consultation with others in the Directorate and Team Implement, and those that will require budget initiatives that should be addressed in the FY 1994 budget call. The Associates for natural and cultural resources will prioritize all actions in consultation with the Directorate and prepare a multi-year schedule for implementation.

• Steps continue to be taken to address issues connected with ranger series classification. OPM Associate Director for Career Entry Len Klein requested Maria Burks' Team Implement task force to prepare new descriptions of the job of the generalist (and multi-specialist) park ranger, including the kinds of skills required to do the work. He also requested the group to outline a career ladder for park rangers. Mike Finley is leading the effort to develop new descriptions and will be asking for information from the field. Don Castleberry, Jim Brady, Mario Fraire, Mike Watson and representatives from the field have come together to pilot discussions with OPM.

• Associate Director, Planning and Development, Deny Galvin is working to develop a systematic approach to the identification and protection of "heritage" areas nationwide. A concept paper has been prepared. Five public workshops are being held throughout the country in May to solicit further comment. The schedule calls for presentation of a revised concept to the Director in early July. If the idea receives his endorsement, draft legislation will be prepared. Further information is available from John Bradley (303/969-2858) or Mike Spratt (303/969-2248).

BUD SIVERTSON, ISLE ROYALE FISHERMAN AND MORE



Bud Sivertson tends his fishing nets

Isle Royale is a 40-mile long archipelago in Lake Superior and wolves, moose and boreal (spruce fir) forest dominate the national park's scientific literature and popular press. The public's perception of this archipelago of 200 islands is colored by the presence of one of the world's largest moose herds, a wolf study that is probably the longest running wildlife research endeavor anywhere, and a conifer forest environment that earned designation as an international biosphere reserve. Add to this the fact that Isle Royale is almost 99 percent legislated wilderness and you have a summer paradise for those who hike the island's 165 miles of maintained trails to seek out its natural wonders.

It's easier to overlook Isle Royale's cultural history than its natural attractions, but its cultural resources are coming out of the shadows. Howard (Bud) Sivertson is one of those rare individuals who can claim a special niche in their interpretation. I sit on the dock watching this white haired man in the red suspenders. He is a gifted interpreter of cultural things. As the demonstrator-fisherman at the restored Edisen Fishery for the past two years, Bud has attracted attention for his knowledge of Isle Royale's commercial fishing resource and for interpreting the cultural history of traditional gill net fisheries. Bud also knows about



Isle Royale copper mining that goes back 4,500 years, of more recent historic mining efforts that failed, of the park's four classic lighthouses and the brief resort and cottage history that led to the protection of Isle Royale as a national park in 1931.

Bud is a third generation fisherman. Born to a Scandinavian family that has fished cold Lake Superior waters since the turn of the century, Bud lives and breathes that heritage. There were once more than 40 commercial fisheries at Isle Royale—single family seasonal enterprises that dotted the shoreline like pearls on a string. One by one these fisheries closed down until today the NPS-operated Edisen Fishery is almost the last of a kind.



Bud's "Uncle Stanley" is still licensed to catch lake trout at the western end of Isle Royale, but that happens in the fall after most visitors have departed from the island. Stanley Sivertson's fishing efforts are largely unseen, unlike Bud's.

The smile on this medium-sized gentleman flashes out to everyone aboard the tourboat as it approaches the Edisen Fishery dock. His personality is a beacon, luring passers-by into his

web of tales. Park visitors come to see an Isle Royale fisherman and they are never disappointed. Bud is the real thing! He doesn't just talk. He paints and tells stories in addition to demonstrating the skills needed to operate a fishery. He gives evening programs at Rock Harbor Auditorium that are an interpreter's delight and, during his roving on land and water he is a ready source of historical and practical information to everyone he encounters.

As cultural demonstrator and interpreter extraordinaire, his silver tongue charms visitors as easily as his calloused hands handle lake trout and gill nets. He tells visitors about getting up before daylight that morning and setting out into the cold waters of Rock Harbor with a couple hundred-foot-long nets. He knows how deep to set the nets, depending on the month of the year. It's July, and the lake trout are deep—more than a dozen fathoms. But when he returns ten hours later to pull up the nets, he's rewarded with several dozen trout averaging ten pounds each—that is, if he's lucky.

That's an important part of the story, for no matter how skilled a fisherman is, his ability to maneuver his boat and set his nets is always influenced by unpredictable fog, waves, lake tides and migrating fish. Add to that changing market prices, invading fish predators like lamprey eel, and competition from recreational fishermen, and soon Bud is in the middle of the story that explains why commercial gill net fishing is becoming a lost art. It's a tough, tough life.

Some fishing families gave up when easier, better paying jobs opened on the mainland decades ago. The NPS also encouraged fishermen to leave. When the NPS began the park's master plan process in the 1930s, fishermen were mostly squatters, occupying land they didn't own. Bud knows of many families who were not gently "encouraged to cease fishing and move from Isle Royale by otherwise well-intentioned park officials.

But that was in the early years of the park. Recently, as this traditional life-way becomes harder to find, park administrators have begun to appreciate it as a priceless cultural re-



Sivertson takes his art to canvas, capturing images of fishing life in the Great Lakes area.

source, something to be cherished and interpreted.

Bud is more than a catcher of fish and a teller of stories. He is a talented painter too. Four decades ago, he studied art in Minneapolis and was a practicing commercial artist for twenty years. His hands hold paints and brushes as comfortably as they hold fish. His oils and watercolors reveal Bud's mastery of color, intensity, mood and subtlety.

He has just fulfilled a long-held desire to record the trials and joys of Isle Royale's fishing life on canvas. Generally his paintings are created in winter when he moves back to his house in a town along the Minnesota shore, a hundred miles from Edisen Fishery. He uses the summer to generate ideas. Bud's paintings visually record the life and times of a generation of Scandinavians who emigrated from Europe and established a Great Lakes folkway that lasted almost a hundred years. His careful brush strokes reveal the simplicity of summer life at Isle Royale. Mostly poor, these fisherfolk carried their beds and pot-bellied stoves back and forth to the island for their seasonal migration. They worked long hours, hard hours, and Bud's art reveals the cold mornings and stormy seas they endured.

This summer, a Wisconsin publisher will release a book of Bud's paintings, accompanied by colorful descriptions of island life, as he knew it as a boy. And more people than he ever could have met at the park will be able to share this man's knowledge and enthusiasm for Isle Royale's gill net fishing heritage.

Bud has concluded his last summer as the demonstrator-fisherman at Edisen Fishery. He has other rows to hoe. He plans to come back from time to time to paint and give an occasional evening program, but from now on he'll concentrate mostly on enjoying the island he has known so well for six decades. When I think about Bud Sivertson, I will remember how effortlessly this ever-smiling gentleman introduced me to island culture, and made Isle Royale fishing tradition come alive. Whether holding fish or paint brushes, Bud is a living cultural resource.

Bruce Weber is an interpretive specialist at Isle Royale NP.

DAYS IN THE LIFE



For two exceptionally pleasant, early March days, Director Jim Ridenour was "out and about," visiting NAR to experience two Rivers, Trails and Conservation Assistance (RTCA) programs and check on two heralded historic structure rehabs. Along for the schedule-packed tour were Denis Galvin (Assoc. Dir., Planning and Development) and Bill Walters (then Asst. Dir., National Recreational Programs).

On March 4th, the WASO group accompanied Steve Golden and some of the RTCA staff on a three-mile hike along the "Bay Circuit Trail," a 160-mile (touches 50 communities) path northwest-south of Greater Boston that will link hundreds of parks and open space parcels. The ambitious project is being opened piece by piece (scheduled completion in the year 2000) and now officially totals just over 30 miles. Local planning groups are spearheading this segment-by-segment development with technical help from NPS through RTCA. Director Ridenour commented that the project seemed "right on target" with its grass roots approach to planning.

Next on the Director's agenda was a stop in Rhode Island to observe the development of a new RTCA project—the North-South Trail. The NPS group team attended the second meeting of the coalition working to establish this new 53-mile path that will wind the north-south length of Rhode Island along the Connecticut border.

Returning to Boston in early evening the WASO trio took in some special "local color" at historic Boston Garden. Then, next morning, the Director toured NARO's eight (crammed) floors and personally met just about every NPS employee who was



Above, Director Ridenour and Bill Walters at Faneuil Hall. At right, the Director hammers in a trail marker on a Bay Circuit Trail pathway.



Director Ridenour and Boston NHP Superintendent John Burchill inspect rehabilitation work in progress at the Old State House.

available. He then spoke at a general staff gathering in the second-floor exhibit area of Boston NHP, where he reminded regional workers of their great importance as the behind-the-scenes support to park staffs working on the front-lines to serve the public.

Boston NHP Supt. John Burchill and Asst. Supt. Peter Steele then escorted the Director and a small Regional Office contingent on a tour of the work-in-progress rehab on the Old State House and Faneuil Hall. Also on hand was Denver Service Center engineer Mike Williams, who oversees the restoration work done by the contractors on both structures.

At Faneuil Hall, Director Ridenour took special interest in the giant 16-foot by 30-foot George P. Healy (1813-1894) painting of Daniel Webster speaking in the U.S. Senate hanging in refurbished splendor behind the speakers' platform. Healy painted it



from 1843 to 1849 and it was last refurbished in 1912. Artist Travers Newton was in charge of this latest restoration. After a detailed tour of three of Faneuil Hall's floors, the Washingtonians left for the airport. It was only 1 p.m. and the Director was off to yet another park meeting somewhere in the midwest.

Groundbreaking at Women's Rights

Sometimes, the Wesleyan Methodist Chapel in Seneca Falls, NY, is referred to as the "other independence Hall." In 1848, it was the site of the First Women's Rights Convention, which sparked the movement for equality that continues today. However, unlike Philadelphia's Independence Hall, the Wesleyan Chapel has undergone major changes which has transformed its appearance over the years.

Women's Rights NHP initiated preservation of remnants of the original structure, October 19, 1991, with a groundbreaking ceremony. About 100 people braved blustery weather to witness the long awaited moment. NPS Deputy Director Herbert S. Cables, Jr.; Park Advisory Commission Chair Charlotte Conable, U.S. Rep. Louise Slaughter, and Seneca Falls Mayor Robert Freeland turned the first shovels of soil.

Preceding the groundbreaking, members of the Elizabeth Cady Stanton Foundation re-enacted a portion of the 1848 Convention. Items contributed by various organizations and individuals were placed in a time capsule to be sealed in a vault in the new visitor center until 2048, the bicentennial

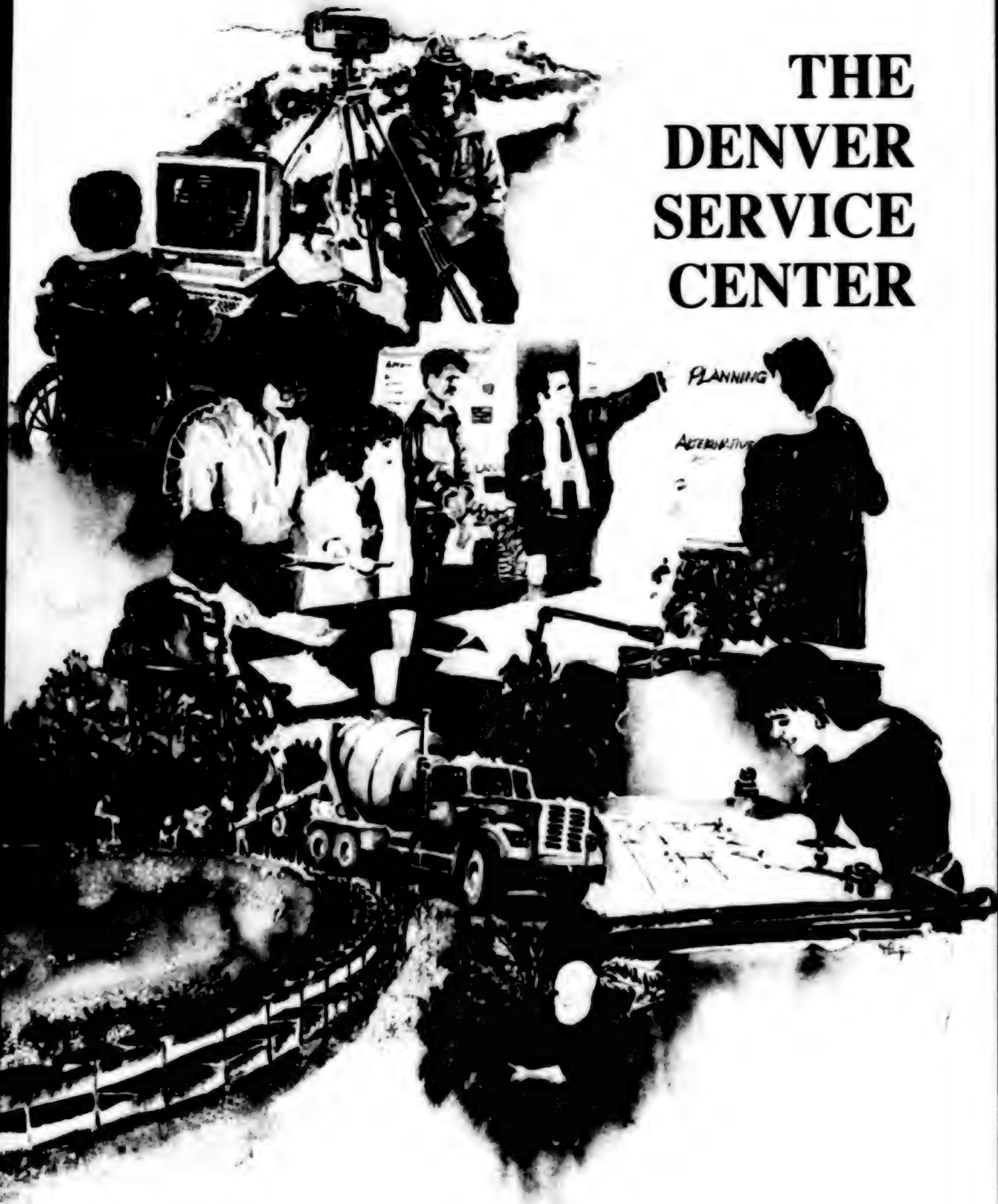


of the Convention. Among the items submitted were the legislation that created the park, a photo of the current park staff, and the seal of the Village of Seneca Falls.

Supt. Linda Canzanelli and the project manager from the general contractor's office concluded the ceremony by lowering the laundromat sign that had hung for so long on the Chapel. The Chapel will be stripped of all such non-1848 additions and the remaining fabric will be stabilized and protected. A landscaped park and a visitor center/museum in an adjacent building are also part of the Chapel project. Opening of the Wesleyan Chapel is targeted for summer 1993.

Kristen Britain

THE DENVER SERVICE CENTER



THE DENVER SERVICE CENTER



Watercolor by Philip Thys

SERVING PARKS THROUGH PLANNING, DESIGN, AND CONSTRUCTION.

People in both the parks and the Denver Service Center (DSC) share expectations about professional NPS planning, design, and construction. To fairly represent the park perspective, Yosemite NP Superintendent Mike Finley helped write this introduction. During this process we realized how important it is for everyone in the Park Service to understand how our roles and functions within the agency are changing, as well as how our customers and cooperators are changing.

The NPS family is an extremely varied collection of people working in both the field and in support offices across the nation. These people possess an immense array of skills—all necessary to the successful management of a national park system. They also bring to their jobs various and often dissimilar levels of understanding about issues as well as the skills, expectations, and frustrations their fellow employees bring to the organization.

However, one belief ties everyone together—a deep commitment to the mission of the National Park Service, and to the preservation and enjoyment of the parks.

As the National Park Service has grown and matured, the associations and common experiences binding us together in the past have diminished. The perspectives of people at DSC may

differ dramatically from those of people in the parks, who similarly may not appreciate the values and expertise that DSC people bring to solving problems. These different perspectives result from past experiences, training, and legends.

As we move toward the 21st century, it is the time to build on commonalities, on our shared mission. We all need to work together as part of the NPS family and to be valued by each other for our professional expertise and commitment to park values. We at DSC are very proud of our many successes, and we are deeply concerned when things go awry. It is a commitment and a dedication we share with others in the NPS family.

The following articles provide an overview of the innovative ways DSC people are meeting park planning, design, and construction needs. Naturally, the story is incomplete—the variety of work is far greater than can be portrayed here. However, after you finish this issue, I hope your curiosity will be piqued. I hope you will look at us with an open mind. I am encouraging DSC employees to do the same with you. We have a strong vision of where we fit in the NPS family, and we have a deep and abiding respect for our fellow employees and their responsibilities. Working together we can improve communication and understanding, and we can create a better future for the National Park Service.

John Reynolds is Assistant Director, Design and Construction, Denver Service Center.

THE ROLE OF DSC

The Denver Service Center is the primary office for planning, design, historic preservation, and construction activities. Its role is to help parks and regions preserve natural and cultural resources, and provide essential facilities for visitor enjoyment. Three geographic teams provide professional planning, design, and construction services: the Eastern Team supports the North Atlantic, Mid-Atlantic, National Capital, and Southeast regions; the Central Team works with the Midwest, Rocky Mountain, and Southwest regions; and the Western Team coordinates activities for the Alaska, Pacific Northwest, and Western regions. In addition, each team has established branches for park roads and trails in response to the increased workload associated with the Federal Lands Highway Program.

Five divisions support the teams: concessions planning and analysis, contract administration, engineering services, information and production services, and program control. In addition, the Office of Value Engineering develops cost-effective

engineering approaches applicable Servicewide during planning, design, construction, and maintenance projects; and the newly created Office of Professional and Employee Development trains employees, offers professional leadership, and promotes positive relations for DSC.

DSC shares office space in Lakewood, CO, with the Rocky Mountain Regional Office, which provides administrative services, and with various Denver-based Washington offices. A satellite office has been established at Falls Church, VA, and another in Denver for various team and division functions.

DSC has no program of its own. It works on planning, design, and construction projects identified by parks and regional offices, using funds provided by Congress. Each year DSC produces an annual report that describes program accomplishments in detail. DSC and the Harpers Ferry Center (HFC) are now working on a "Desk Kit for Superintendents," a Servicewide guide for understanding and effectively using both service centers.

Planning, Design, and Construction—Past and Future

Except for the period 1937 to 1954, the National Park Service has had a central office of professionals to guide its planning, design, and construction. A landscape architecture division was established in 1918, and by 1927 it was located in San Francisco. In 1971 the Denver Service Center was consolidated from offices in Washington, DC, and San Francisco. These professional offices have influenced the history and growth of the Service.

Centralization confers more than the efficiencies associated with one location. It also provides a measure of separation from the decision-maker. While this can cause conflict, it permits challenge and creative decision-making also. It is a tribute to the courage of the National Park Service that it has permitted such a relationship to flourish.

But it is the results of the process that count—and they are impressive. The national parks provide the opportunity for truly aesthetic design, but they also require ingenious, innovative engineering solutions. As the parks are diverse, so are their facilities. At units as dissimilar as Lowell and Yellowstone, planning, design, and construction have produced a built environment cherished by the nation.

Some years ago I attended a colleague's retirement. He spoke of his ability to visit parks and see what he had designed. Something of him had endured and had been enjoyed

by thousands of visitors. He was gratified. The opportunity to pursue these activities in national parks is a privilege, for the results endure, a legacy from the past to the future.

As for that future, some trends are emerging. One is a growing concern for proper resource management at all levels of the Service. This has led to the collection of more detailed scientific data to help us better understand the resources we manage. Future decisions increasingly will be based on this information, and DSC can play a crucial role in collecting, archiving, retrieving, and using such data for better planning.

Another trend is a new kind of park conserving places closer to home, places that have shaped us and our history. These parks will be established, developed, and managed through partnerships, with the NPS as only one of the partners. Already DSC skills are being used in planning, historic research, transportation analyses, and sign studies to support these partnership parks.

As the National Park Service moves into the 21st century, it will find itself challenged to meet new kinds of problems. DSC brings together an incredible range of talent that can help to meet those challenges successfully.

Denis P. Galvin

PLANNING, DESIGN, AND CONSTRUCTION WORK TOGETHER

Planning, design, and construction are three separate phases of closely related work. Probably the best way to explain their integration is to describe what happens in each.

DSC does not initiate a project on its own. Projects are based on needs identified by park superintendents. These may range from an improved visitor circulation pattern or an upgraded campground, to new park housing. Superintendents receive project approval from their regional office, and priorities are established both within the region and Servicewide. Congressional funding may be provided as part of the overall NPS budget; alternatively, Congress can authorize line-item appropriations for specific projects. Once funded, a project may be assigned to DSC, or the park and region may undertake it on their own. If DSC is involved, the Program Control Division tracks incoming funds, assigns account numbers, and oversees charges against the accounts.

PLANNING. When DSC begins a project, a planning team is assembled, consisting of specialists in all fields critical to the project, as well as people from the park and regional office. DSC works with the park and the region to define the scope of work and its cost. The resulting task directive becomes a contract between all parties.

The next step is a search for all available information, using the Technical Information Center as the source for reports, designs, and construction data about a park, along with any other technical information. The team decides how to collect additional information, and whether it should be done in-house or contracted out. Specific planning services also may be provided by DSC support offices: traffic analyses by the Branch of Transportation; economic feasibility of concession operations by the Concessions Planning and Analysis Division; or on-site surveys and topographic maps by the Branch of Surveys.

Planning teams meet with the public, concerned agencies, and organizations to define a plan's scope. They consider alternative approaches to problem solving and the impacts of implementing them. The park superintendent, consulting with the planning team and the region, recommends an alternative to the regional director, who makes the final decision.

Another phase involves estimating the cost of a specific construction or historic preservation project. Based on general cost guidelines developed by the Branch of Estimating, gross estimates are prepared for initial funding purposes.

During planning, the Branch of Publications and Graphic Design gives editorial and graphic support to ensure that docu-

ments clearly convey the needed information to readers. The Branch of Micrographics provides in-house printing services.

DESIGN. Once a plan has been approved, and construction money has been programmed by the regions, design begins. Depending on the DSC workload, design may be handled in-house or contracted out to architectural and engineering firms (called A&Es). If the work is contracted, the Branch of Professional Services Contracts handles that process, and a designer on the team is assigned to manage the work. DSC also provides Servicewide technical overview for projects funded by the Federal Lands Highway Program, and in some cases DSC personnel do design work for road projects.

As alternative preliminary designs are developed, professionals from the Branch of Engineering Specialists may be called in to advise on specific problems, such as water supplies and sewage treatment. Once again, parks and regional offices review the alternatives and make a decision. A new estimate based on the preliminary designs is prepared to be used in the budget process to request construction funds from Congress.

Once a design approach has been selected, preliminary and construction drawings are made, detailing civil, landscape architectural, architectural, structural, mechanical, and electrical work. At this stage, the Branch of Drafting can assist the team, especially with computer-aided design and drafting (CADD). Master specifications, based on data from the Branch of Specifications, complete the construction package, and more detailed costs are prepared in cooperation with the Branch of Estimating. The Branch of Construction Contracts then advertises for bids and awards the project.

CONSTRUCTION. Once the construction contractor is selected, a DSC project supervisor oversees all phases of the work on-site. This individual makes sure that the plans and designs are carried out as specified in the construction documents. If something cannot be done as designed, project supervisors make changes, in consultation with the park, the region, the original design team, and the DSC contracting officer. Supervisors also take responsibility for safety management, with assistance from the Branch of Safety Management, and for compliance with building codes as well as environmental and cultural resource protection laws.

The following articles illustrate how these steps relate to actual projects.

PLANNING LOOKS TO THE FUTURE



Public planning meeting. Watercolor by Philip Thys

To plan is to look at alternative futures—to create scenarios for what may happen in a park over the next five or ten years, then to select the best one to implement. The consequences of such decisions may well last ten times as long as the plans that conceived them. So planners can't look at only one aspect of a problem. They must consider an array of interrelationships—from the effects of development and use on natural ecosystems, to protecting fragile cultural resources, to determining what kinds of visitors probably will come to parks. In essence, planners are "loaned" to a park superintendent to help define and analyze that park's future. Planners also work with communities to conserve resources in ways that help revitalize local economies.

DSC planners' backgrounds include outdoor recreation planning, natural sciences, landscape architecture, community planning, history, sociology, concessions, and economics. And the variety of planning documents is just as diverse, from new area studies and boundary studies, to general management plans and development concept plans, to trail plans and road studies.

GIS IMPROVES PLANNING AT BIG CYPRESS. Geographic Information Systems (GIS) use computer programs to visually display information and help planners understand complex issues. It has been pivotal in planning for Big Cypress National Preserve, an area once viewed as Florida's last frontier, insulated by its rugged terrain from mainstream pressures, but that way no longer.

In establishing Big Cypress NPre, Congress called for the

protection of the preserve's "natural and ecological integrity in perpetuity." This includes the freshwater flow, key to the survival not only of this area, but of Everglades NP and the entire south Florida ecosystem. But Congress also allowed certain existing uses to continue, subject to reasonable regulation, including off-road vehicles; exploration for and extraction of oil, gas, and other minerals; and hunting, fishing, and trapping. These uses had to be provided for without impairing natural or cultural resources.

Before any alternatives were developed, outdoor recreation planner Bart Young and natural resource specialist Nat Kuykendall, working with former superintendent Fred Fagergren, identified and mapped significant vegetation types, habitat for threatened or endangered species, and cultural resources—collectively known as important resource areas. In addition, information on off-road vehicle trails, grazing allotments, land-ownership boundaries, private development, and oil and gas development was collected by various NPS offices. Once this information was digitized and maps were created, the team could more easily establish planning units and management zones, identify planning objectives, and assess impacts.

Alternatives for hunting, off-road vehicle access, overnight backcountry camping, and oil and gas development were based on the distribution of important resource areas in each planning unit. The Washington-based Mining and Minerals Office worked with DSC to prepare a minerals management plan, ex-

America's Industrial Heritage Project is highlighted in posters like this which have helped stimulate community support for local projects.

cluding future oil and gas development from important resource areas. According to Nat, the GIS database helped establish credibility with oil and gas interests. The park continues to use GIS data in operations.

SOLVING REGIONAL PLANNING ISSUES. One of the first examples of a comprehensive plan for three national park areas is the new winter use plan for Yellowstone and Grand Teton NPs, and the John D. Rockefeller, Jr., Memorial Parkway. Activities in these parks are linked during winter. Flagg Ranch along the Rockefeller Parkway stages oversnow trips into Yellowstone, and a recently proposed long-distance Continental Divide snowmobile trail will traverse all three parks, tying in with Yellowstone snow roads.

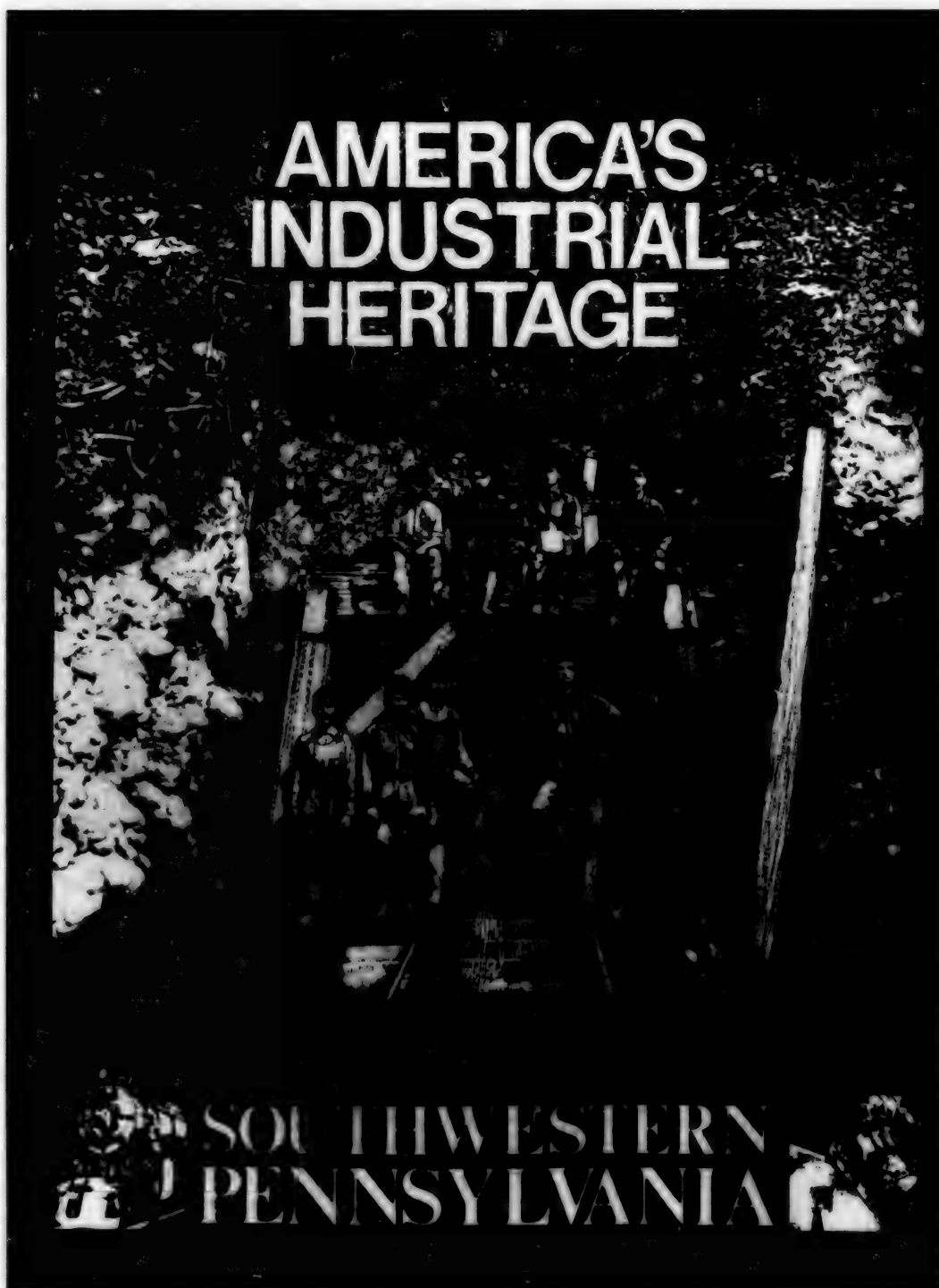
The planning team, led by outdoor recreation planner Ric Alesch, worked with the parks, the Rocky Mountain Regional Office, local interest groups, the Forest Service, the Wyoming Recreation Commission, and the Greater Yellowstone Coordinating Committee. The resulting plan aims to preserve and emphasize the national park experience, focusing on scenery, geothermal features, and wildlife. Although it does not prescribe activities for adjacent national forest lands, it does consider how winter activities in the parks and forests affect and complement one another.

The plan also establishes a visitor use management process to be initiated if winter use exceeds present forecasts. To keep impacts within acceptable limits, park staffs will identify specific visitor experience and resource protection objectives, along with key indicators of resource or experience degradation. A monitoring program will be established, and specific actions will be in-

stituted to manage impacts within acceptable limits.

Ric believes DSC helped provide an objective approach to these multi-park issues in a politically charged environment. The plan will be implemented in cooperation with the U.S. Forest Service, other agencies, and local communities in the greater Yellowstone area.

DEVELOPING PUBLIC/PRIVATE PARTNERSHIPS. America's Industrial Heritage Project (AIHP) in southwestern Pennsylvania is a primary example of NPS assistance with local preservation and economic development efforts. In 1985 DSC planners completed a reconnaissance survey of resources in



this multi-county area. Under consideration was the way tourism could help revitalize historic communities and conserve resources. The study led to the creation of AIHP.

The project focused on the region's iron, steel, coal, and transportation industries, which fostered U.S. development and westward expansion. In 1987 DSC planners helped the Southwestern Pennsylvania Heritage Preservation Commission produce an action plan of 48 projects that could be done in partnership with local businesses, organizations, and governments.

In this effort to tell the history of a region, the Park Service is just one participant. Sites are linked by interpretive themes and stories, not by ownership, an arrangement that has brought interested parties together to provide a forum for achieving a common vision. Responsibilities are shared among all the members of the partnership.

At Johnstown, a plan, jointly developed by NPS and the Johnstown Flood Museum Association, was a consensus-building model. DSC planner Mike Bureman sees the plan as setting the stage to implement community-based plans. Elements of the town's cultural and historical heritage will be preserved and adaptively used to revitalize the economy. The overall success of the effort will depend on a partnership of area residents and organizations, plus local, state, and federal officials. The Park Service will provide technical advice, while managing, interpreting, and preserving the Cambria Iron Company facilities as part of the iron and steelmaking theme. A local nonprofit corporation is being set up to provide preservation incentives targeted to historic districts on or eligible for the National Register of Historic Places. As described by Richard Burkert, executive director of the Johnstown Area Heritage Association, "We are hoping to use public incentives to maximize private investments."

NEW AREAS & INTERNATIONAL PARKS. Planners also study potential new areas and international parks. One new area study recently supported the designation of former copper mines on Michigan's Upper Peninsula as Keweenaw NHP. Besides administration by the National Park Service, other available management options for this area include a national heritage area administered by a federal commission, an affiliated area of the national park system with on-site management by a local group, or a national historical reserve, with management by federal, state, and local governments.

To find ways to commemorate the life and work of Georgia O'Keeffe, a symposium of art experts from museums, universities, and foundations was convened to assess O'Keeffe's significance to the art world. The conclusion reached in the symposium—that O'Keeffe was one of the best painters America has produced—formed the basis for the statement of significance in the alternatives study. Three alternatives will be presented to Congress: (1) interpret O'Keeffe's landscape paintings at the painting viewpoints, (2) honor her artistic spirit by providing a contemplative place in a landscape associated with her, or (3) interpret her life and work at a facility in a setting associated with her.

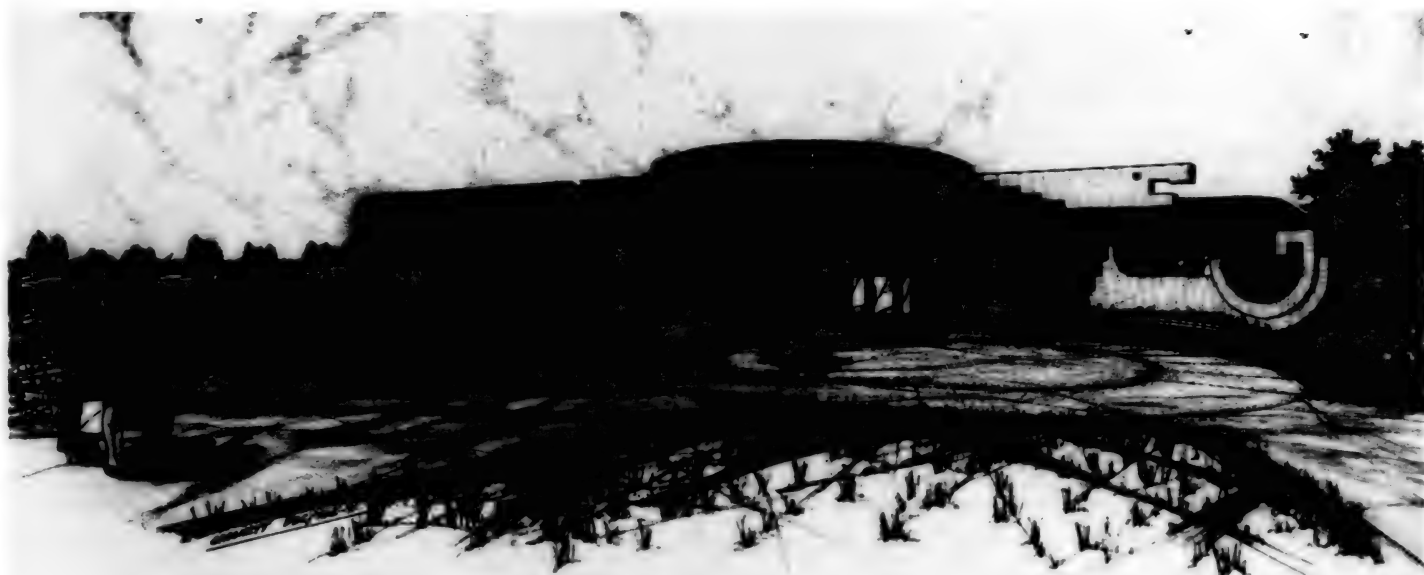


The reconnaissance survey for a Beringia International Park was illustrated with block prints that reflected Eskimo themes.

One of the most intensive international study efforts has been the proposal to establish a Beringia International Park with Russia, recognizing the two nations' natural and cultural links across the Bering Strait. The U.S. study team toured potential Siberian and Alaskan sites in September 1989. Then, both U.S. and Russian team members wrote a reconnaissance survey to report their findings. DSC's Branch of Publications and Graphic Design prepared the manuscript for printing in both Russian and English. Maps were drawn, and linoleum block prints created for illustrations. Released at a Joint Soviet-American Commission meeting in Washington, D.C., on January 10, 1990, it has received wide acclaim, as well as an award from the American Society of Landscape Architects.

In 1991 a status report was prepared, with the theme, "Bridge of Friendship." Legislation is scheduled to be introduced in Congress for Bering Land Bridge NPre to be designated as the U.S. component of the international park when a comparable area has been established on the Chukotskiy Peninsula in Russia.

DESIGN BRINGS PLANS TO LIFE



Visitor Center, Knife River Indian Villages NHS.

Denver Service Center designers bring conceptual plans to life. Working with planning proposals, they determine ways to introduce visitors to parks, or to preserve and interpret historic structures. Like planners, designers involve park staffs and outside groups in the process. Whatever the project—a new visitor center or a National Register property—designers seek innovative, cost-effective ways to meet park needs.

CREATING A MEMORABLE FIRST IMPRESSION. The new visitor center at Knife River Indian Villages NHS (North Dakota) opens to the public this spring. The design fosters understanding of the Hidatsa and Mandan Indian cultures, shows reverence for the site, and provides a functional park facility. The Hidatsa, Mandan, and Arikara tribes contributed to the early design phase; and three tribal members served as consultants throughout the project.

DSC landscape architect Jack Gordon and architect Tom Busch wanted symbolically to link the building to the earth. A third of the 8,400-square-foot structure is underground, anchored by surrounding earth berms. Native grasses planted on the berms will suggest that the prairie flows right up to the building.

The corners are rounded to soften the visual impact and give the appearance of weathering. A sculptural wall at the front of the building features an abstract eagle head and talons, with the eagle's wings wrapping around the entrance. Incorporating a design by Denby Degan, an American Indian consultant, this wall

focuses attention on the entrance and also screens the service area. The eagle is set apart by a blue tile band, symbolizing both the meandering Missouri River and the sky. The color of the band was matched to Indian beads found on site, and each tile is glazed with an Indian pottery motif.

The heart of the visitor center is a round lobby that abstractly represents an earthlodge and the spiritual circle of life. Framing for the rough-sawn cedar roof is laid in a radial pattern, duplicating earthlodge construction techniques. The ends of the roof beams are carved eagle heads, bringing the eagle motif inside. In the center of the lobby floor a black slate circle represents a fire pit, and a skylight directly overhead symbolizes the smoke port. As a multipurpose space that can be used for demonstrations, storytelling, and traveling exhibits, the lobby will provide an interesting contrast to an earthlodge reconstruction planned to the east of the visitor center.

Inside the center, a window wall on the far side of the lobby creates openness, offering views of Knife River and a Hidatsa village archeological site. The sales area and other functions are placed unobtrusively so as not to interfere with interpretive programs in the exhibit area or auditorium. The basement contains a curatorial laboratory and storage for the extensive archeological collection.

DSC completed construction drawings between fall 1989 and spring 1990, under the direction of structural engineer Barry Welton. Construction occurred in two phases: site preparation,

utilities, and trail construction in 1989, and visitor center and entrance road construction, beginning in fall 1990. Scott Jacobson, the construction supervisor onsite, noted that even though the building's curvilinear design complicated the work, change orders were minimal.

Knife River's archeological integrity also made it necessary to ensure that fill dirt for berms did not contain outside artifacts. Archeological clearances and borrow site locations were coordinated with the Midwest Archeological Center.

Involved throughout the project, Superintendent Mick Holm is pleased with the unique design and the way the building fits into its prairie setting. "Everybody has made a real effort to produce an excellent product, with quality workmanship and craftsmanship." Mick thinks public involvement has contributed to the success. The Tribal Council of the Three Affiliated Tribes also has passed a resolution applauding the sensitive design.

PRESERVING THE PAST. Harpers Ferry, at the confluence of the Shenandoah and Potomac rivers, was the site of the nation's first armory and an important manufacturing and commercial town. In 1859 John Brown led his famous raid on the armory, hoping to use the captured weapons to liberate slaves. During the Civil War the town was occupied intermittently by both sides. A series of devastating floods in the late 1800s prevented the town's reemergence as a manufacturing center. The founding of Storer College after the war highlights the prominent role the town has played in black history. NPS is now in the middle of a multi-year project to preserve and interpret historic structures in Lower Town (on the tip of the peninsula between the two rivers). The work involves a cross section of NPS offices: National Capital Region for overall project coordination; the DSC Eastern Team for design and construction; Harpers Ferry Center (HFC) for interpretive exhibits; Williamsport Preservation Training Center (under HFC) for assistance with historic structure reports, analysis of historic fabric, and building restoration; and the Water Resources Office in Fort Collins for flood studies. In addition, the Federal Highway Administration built the Shoreline Road, used for shuttle access between the new visitor contact station and parking area at Cavalier Heights and Lower Town. The Universities of Maryland and West Virginia also have been involved through cooperative agreements for historical architecture and archeology.

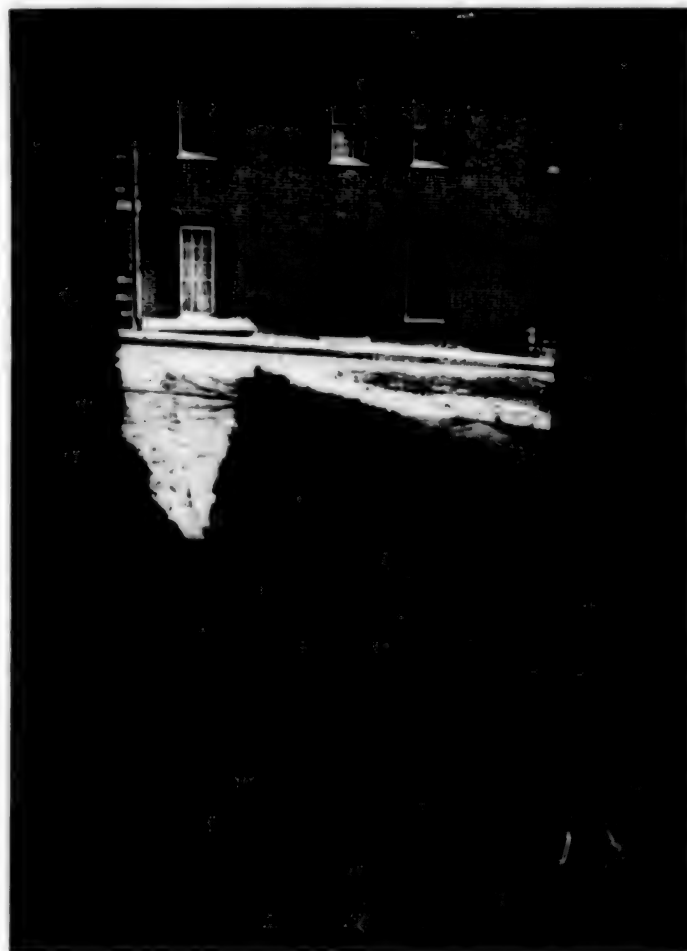
Approximately 18 buildings in Lower Town are scheduled for preservation treatment and adaptive use. Coping with recurring floods was a major design consideration early on. A flood-warning system, installed in cooperation with the U.S. Army Corps of Engineers, gives six to eight hours notice of a flood. Designs allow for exhibits and materials to be removed from areas most likely to be flooded, and a storm drain system is being installed beneath ground floors so that once floodwaters recede, buildings can be cleaned easily and put back in shape.

In a pilot program the DSC Branch of Drafting has prepared measured historic resource drawings for two sets of buildings. Dennis Sikes and Maggie Groves incorporated data from on-site measurements and photographs of interiors and exteriors into the computer-aided design and drafting (CADD) system.

Designers now can select these drawings and complete their work on the CADD system.

For architect Susan Shufelt, one of the biggest design challenges has been providing access for disabled visitors. Some buildings simply cannot be made accessible because too much historic fabric would be lost. In these cases interpretive themes are covered in other buildings. Where possible, however, the front entrances of buildings have been modified, with raised brick sidewalks sloped up to the door or with ramps incorporated into existing wooden entrance platforms. Some buildings have been made accessible from the back, and in one case a building with a rear entrance has been connected to two other buildings by means of elevators and an inside connecting corridor.

Just how far to go with restoration is another design concern. At Harpers Ferry, this issue has a range of solutions. At one end of the spectrum are buildings that have been practically rebuilt, with steel framing and reproduced materials replacing wooden framing and historic fabric. At the other end, some buildings have been preserved just as they were. In fact one building is used as an interpretive exhibit to show structural changes over the years. Because the building's condition does not allow access to the upper floors, a new second-level



At Harpers Ferry NHP a new path and opening in the historic masonry wall makes the first floor of the Tearney Building accessible to disabled visitors.

Measured drawings for some Harpers Ferry buildings are being done on the CADD system. Designers can use this computerized information to decide preservation treatment and adaptive uses.



porch lets visitors look through windows.

REMOVING DEVELOPMENT TO PRESERVE. Older national parks sometimes contain facilities whose long-term resource impacts were not fully evaluated. Now that adverse effects are apparent, the Park Service is relocating facilities and returning areas to natural conditions. The 1,800-acre Giant Forest grove at Sequoia NP is an example. Development within the grove, which includes the General Sherman Tree, has injured individual trees, hampering the ability of the grove to perpetuate itself.

The 1980 development concept plan proposed relocating major development, converting Giant Forest to a day area, and reestablishing natural conditions. Preliminary designs have been approved for lodging and associated facilities at Wuksachi Village, formerly Clover Creek. The preferred design alternative includes overnight accommodations, eating facilities, parking areas, and roads.

Superintendent Tom Ritter challenged the design team to use state-of-the-art computer techniques to study all aspects of the preferred alternative. Bob Welch, who administered the project, contracted a Denver design firm to digitize detailed site drawings, along with the concessioner's conceptual sketches. Three forms of computer simulation gave the team the informa-

tion it needed: a wire frame image showed skeletal outlines; a color shaded image used color tones to show solid planes; and a computer paint image combined photo and computer images. The computer shaded/wire frame images made it possible for the team to study more than 20 viewpoints of the site, and the computer paint system, 10 viewpoints.

During work sessions the concessioner's architect, DSC landscape architects, and park and regional office representatives reviewed the proposed design, selected viewpoints, and made modifications. The benefits of computer simulation became obvious: design changes became easy to make; specific viewpoints could be studied before final production; and decision-makers could view the final design in detail from numerous angles before construction. The park, the region, and DSC have been enthusiastic about the simulation images because they provide a more accurate perception of the completed project.

Using Sustainable Design to Conserve Nonrenewable Resources

Sustainable design was a concept discussed at the Vail Symposium, and Director Ridenour has endorsed it as an emerging NPS policy. DSC is now working with others inside and outside the Park Service to ensure the implementation of sustainable design guidelines.

Sustainable design recognizes that human civilization is an integral part of the natural world and that humankind's survival is rooted in the perpetuation of that natural world. All life is maintained on a functional community basis, and these distinctive communities or bio-regions have self-sustaining life systems. The concept of sustainable design holds that future technologies must function primarily within these bio-regional systems. Decisions must maintain biological diversity and environmental integrity; contribute to the health of air, water, and soils; incorporate design and construction that reflect bioregional conditions; and reduce the impacts of human use.

To discuss the application of sustainable design within the Park Service, DSC landscape architect Rich Giamberdine and architect Bob Lopenske organized a workshop in November 1991. Hosted by Maho Bay Resorts, the workshop brought together people from NPS, American Institute of Architects, National Parks and Conservation Association, other government agencies, and private firms. The following guidelines were established:

Natural Resources. Facilities should function as much as possible within the surrounding ecosystem, without placing additional stresses on natural resources or processes.

Cultural Resources. Designs should incorporate methods to protect and preserve significant cultural resources over the long term. New developments should reflect the cultural heritage of a locality or region.

Site Planning & Design. This involves the location of roads, trails, structures, and utilities in ways that protect and preserve natural and cultural resources. Both ecosystem dynamics and resource carrying capacities must be understood to preserve resource values and to minimize the disruption of natural systems.

Architectural Design. The long-term goal of sustainable design is to minimize resource degradation and consumption on a global scale. Sustainable developments should become a model and teaching tool for a new ethic.

Building Ecology. To be sustainable, each development should have close-to-zero global impact or no net environmental loss. The origin of building materials should be considered. Even recycled materials that release toxic gases or hydrocarbon-based products should be avoided.

Interpretation. Interpretation provides the best single tool for educating the public about the values of sustainable development in parks and for encouraging visitors to incorporate those values into their daily lives.

Energy & Utilities. Responsible energy use is fundamental, and existing technologies offer cost-effective alternatives to conventional power and water utilities. Using renewable energy on-site should be the goal of energy sustainability.

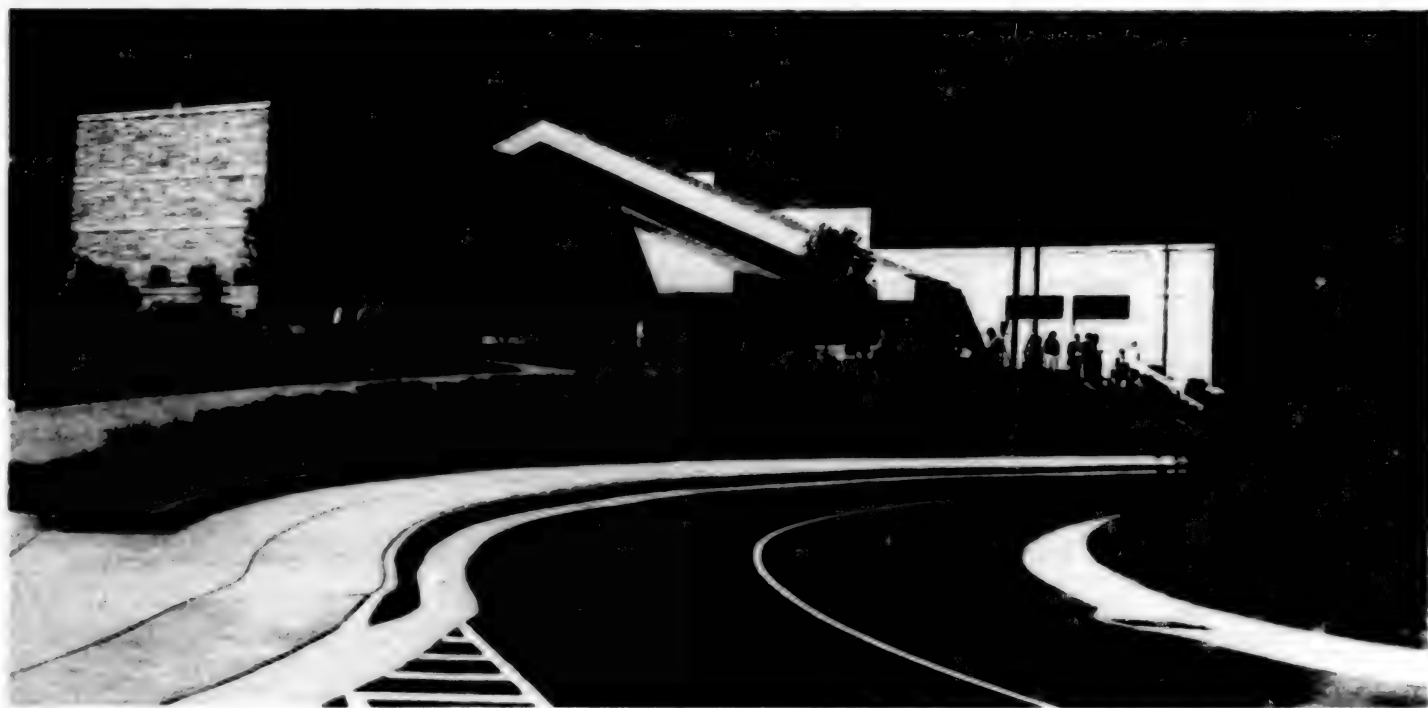
Waste Disposal. All forms of disposal have some negative environmental impacts. Planning should minimize solid waste generation and maximize recycling.

Facility Maintenance & Operation. Sustainable development must be maintainable. Designers need to work with managers to define acceptable maintenance and operational practices, as well as employee training requirements that will allow facilities to continue to function at the same level as originally designed.

Heating & Cooling. An important element of sustainable design is minimal energy use for heating and cooling. DSC architect Janet Youngberg is working with park personnel and A&E contractors to incorporate sustainable design elements into park housing in Grand Canyon, Yosemite, and Sequoia-Kings Canyon NPs.

At Grand Canyon, a pilot project with the National Renewable Energy Laboratory will study advanced low-energy designs, as part of the International Energy Agency's solar heating and cooling program. Prototype low-energy houses will be designed to eliminate or minimize the use of purchased energy while maintaining acceptable comfort levels. Strategies will include improved insulation, air-tight construction with controlled ventilation, and passive solar heating through the use of direct gain, sunspaces, and thermal storage walls. Designs will maximize natural cooling and use daylight for general lighting.

CONSTRUCTION MAKES PLANS AND DESIGNS WORK



Canyon Rim Visitor Center New River Gorge National River.

Once planning and design have been completed, DSC construction personnel take over. Construction supervisors not only work in their specialty areas, but also as ambassadors to the communities where projects are located and as liaisons between parks and DSC. The most important part of their jobs is communication. They make quick (but well thought-out) decisions affecting projects, people, and the reputation of the NPS. Successful project supervisors communicate effectively with contractors, park staff, the community, and DSC.

These multi-talented people ensure quality control in projects ranging from sewage treatment facilities and campgrounds to multi-million dollar visitor complexes. They ensure compliance with environmental laws and historic preservation regulations, and they attempt to minimize conflicts with visitor services and with natural resources while maximizing the effectiveness of the built environment. They are responsible for safety, for adherence to codes, and for the quality of the finished product.

CANYON RIM. Canyon Rim Visitor Center, the first major NPS facility in New River Gorge NR (WV), opened to the public Memorial Day weekend 1991. The 8,700-square-foot building takes advantage of impressive views of the river and gorge. Decks allow visitors to experience the ruggedness of the canyon. Sandstone and wood building materials tie the building to the

site, and the architectural forms are harmonious with regional building styles. The successful completion of this building challenged designers and construction personnel to develop innovative solutions within a compressed time frame.

Final design and construction drawings were completed by an A&E firm within nine months, based on an initial design by DSC architect Judson Ball (now deceased), and with contract management by DSC architects Bob Berman and Jack Cook. Lizzie Watts from New River Gorge worked with design and construction personnel to ensure that visitor and park needs were met. HFC design staff remained involved during the process to develop the interpretive exhibits.

The construction contract was awarded September 1989, and DSC project supervisor John Rarus worked on-site to make sure the project was built as specified and to solve problems as they emerged. A major problem was the foundation. Initial soil borings ran into what was thought to be bedrock at 4 to 5 feet. But when excavations began for the footers and foundation walls, test borings appeared to have hit isolated boulders, and bedrock was lower than expected. As a result, portions of the foundation had to be redesigned. As work proceeded, John kept the park informed of changes and helped ensure that those changes would not adversely affect visitor or park needs.

On-site water and sewage treatment turned out to be another issue. Senior environmental engineer Tom Harrington worked with the design firm and the state to solve these problems. Water in a flooded, abandoned coal mine proved to have excellent quality (requiring only disinfection to be suitable for drinking), and the West Virginia Health Department permitted the use of this source.

Only limited water is available, so water-conserving measures were incorporated into the design, including ultra low-flush toilets in the visitor center. Even though these measures reduced volumes for sewage treatment, the state required a full-sized treatment system, consisting of an aerated lagoon and polishing pond. Since the discharge eventually flows into the New River, the West Virginia Department of Environmental Regulation established strict discharge quality standards. The design system has been more than adequate for treatment, and the quality of discharged water has consistently met state standards. The park has an excellent staff to operate the utilities, and DSC post-construction and follow-up programs have been well received.

Even though the compressed design and construction schedule caused problems, park interpreter Lizzie Watts is enthusiastic about the building because it meets visitor needs. Visitation has exceeded expectations — with 8,000 people per day on summer weekends. DSC outdoor recreation planner Linda Romola, the team captain for the development concept plan, has observed that what was envisioned in the plan carried through to the finished visitor center because of cooperation between the park, the design firm, the construction contractor, and DSC.

RAINY LAKE. The Rainy Lake Visitor Center in Voyageurs NP (MN) is nearly on the Canadian border. Located at the tip of a peninsula, the center has a warm, welcoming exterior that beckons visitors from both land and water while blending into forested surroundings. The harsh northern climate dictated the construction approach. The visitor center is well insulated, using state-of-the-art design and materials to minimize energy consumption. The adjacent marina was built to withstand the crush of deep ice forming on Rainy Lake each winter.

An earthen coffer dam was the first phase of marina construction. Fill for the dam was trucked in and, when the dam was in place, the water behind it pumped out. The original design called for H-piles to be anchored in bedrock so the bulkheads could

withstand pressure from ice. However, when the contractor couldn't drill into the hard Canadian shield granite and still remain on schedule, the design was changed. H-piles were welded to steel plates rock-bolted to bedrock; then 8-inch by 8-inch wood beams were placed between the

pilings to form the bulkhead. Once the bulkheads were constructed and high spots on the harbor bottom were removed, the coffer dam was dismantled, with much of the rock crushed on-site to provide a base for the parking area.

Stone walls are an essential design element at Rainy Lake. Aesthetics called for irregularly shaped carnelian granite to be laid in a random ashlar pattern. This required the contractor to find skilled masons. Project supervisor Douglas Porter enjoyed working with the contract craftsmen, and the contractors took great pride in what they did.

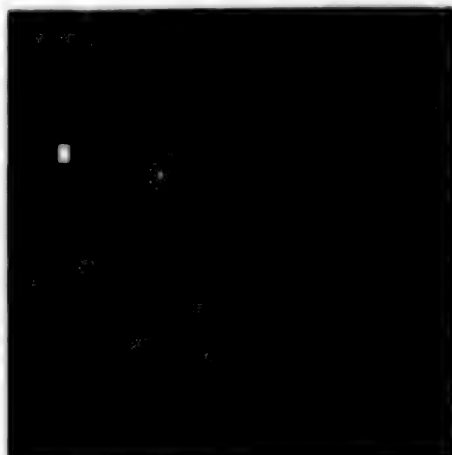
Park staff praise the final product. Chief of Interpretation Bill Gardiner likes the building's design, orientation, and insulation as well as the workmanship. Picnic areas and boat-launching ramps are well integrated with the building. The only problem has been water leakage in the basement. Building and utilities foreman Raoul Lufbery inexpensively corrected the problem with plastic sheeting beneath a granite-paved patio.

BARATARIA. Deep in the Louisiana bayou, Jack Dollan is working on the Barataria environmental education center, part of Jean Lafitte NHP. Though he may not care for the steaming climate and the poisonous snakes, he is excited about the project. Despite delays from torrential rains, the center is scheduled to open in August 1992. Named for the bay and for privateers who sailed with Jean Lafitte, the center is built on concrete columns supported by wooden pilings driven into the swamp.

The design lends itself to environmentally sound education, blending with its surroundings and functioning as a part of the landscape. Vines and other plants eventually will grow over the rough-textured building, constructed of materials that will not deteriorate in this environment. Equipment, materials, and exhibits have been designed so visitors can conduct scientific experiments and learn how to protect the fragile delta.

FANEUIL HALL & OLD STATE HOUSE. This spring marks the completion of historic preservation work on two national historic landmarks—Faneuil Hall and the Old State House in Boston NHP. Known as the Cradle of Liberty, Faneuil Hall was built as a two-story structure in the 1740s to house public markets and a meeting hall. Burned in 1761, it was rebuilt two years later, then tripled in size by architect Charles Bulfinch in 1805. The building was fireproofed in 1898 by replacing the wood structure with steel and concrete. Today it is cooperatively man-

aged by the city of Boston (the owner) and the NPS. The Old State House was built in 1713 as the colonial seat of government. From 1776 to 1798 it served as the Massachusetts state house and at various times after 1798 as Boston's city hall and a commercial market. In 1882



it was saved from demolition by the Bostonian Society and, since then, has been used to store, maintain, and exhibit the society's growing collection of historic artifacts. The building will continue to be the Bostonian Society's home, jointly managed by the city (the owner) and the NPS.

Both buildings were closed for a year and a half while historic preservation work was underway. Design work started in 1987 under historical architect Richard Turk. Mike Williams, a civil engineer, has supervised on-site construction work. Design and many construction inspection services were provided under a contract with a Boston firm.

Biweekly design meetings were held while construction drawings were prepared to address concerns of the park, the North Atlantic Regional Office, city and state agencies, and other client groups. This critical step produced consensus on the work to be done and smoothed the construction process. The final designs coordinated all elements of the project, including a \$1 million interpretive program. Exhibit designs were arranged through a DSC design contract, administered by HFC.

The national significance of the two structures demanded special care in selecting the construction contractor. Based on contract documents prepared by the design team, the DSC Contract Administration Division structured a competitive procurement process, which allowed each contractor's qualifications to be evaluated in detail. Technical proposals were evaluated by a five-person technical evaluation panel, and price proposals by an independent business evaluation panel. Technical criteria for this project included the qualifications and experience of the prime contractor and subcontractors, the qualifications and experience of key personnel, and the contracting team's ability to schedule and manage a project of this nature. Over a five-month period five proposals were evaluated before a contractor was selected. The construction contract was awarded in September 1990.

Outside work focused on preservation: masonry restoration, brick repair and repointing, and wood trim conservation. More than \$200,000 went to preserve and restore historic decorative elements, including a lion, a unicorn, and an eagle on the Old State House and a grasshopper weather vane on Faneuil Hall. These large ornaments were painstakingly removed, repaired, releafed in gold or aluminum, and remounted.

Interior work concentrated on preserving the historic functions of the structures. Work included new means of access for disabled visitors, new mechanical systems, offices for contemporary uses, and the preservation of historic fabric. Mechanical systems at Faneuil Hall have been carefully fitted into the basement and attic, and ducts dating from the 1898 renovation have been relined and used for the air-conditioning system. A new chiller, placed on Boston's City Hall, with coolant piped more than 500 feet beneath one of Boston's busiest streets, further reduces the impact of the updated mechanical system.

At the Old State House a new wheelchair lift allows access to the ground floor; special interpretive techniques have been designed for visitors with disabilities; and new offices and storage facilities have been provided for the Bostonian Society.

SKAGWAY. On the other side of the continent, at Klondike Gold Rush NHP in Alaska, 15 NPS-owned buildings are being restored and rehabilitated. Virtually a ghost town by the 1970s, Skagway now annually hosts more than 250,000 people, who come to relive a bit of gold rush history. The NPS buildings, historically significant because of their use during the gold rush of 1898, range from a 300-square-foot homestead cabin to a 12,000-square-foot depot and administration building. When work has been completed, building exteriors will be interpreted so that visitors can learn about their historical past. Interiors will be adapted for park or commercial business uses.

The Skagway Historic District Commission, consisting of



The Mascot, Klondike Gold Rush NHP, before and after restoration. Watercolor by Philip Thys.

city and park representatives, is responsible for the historic district. According to project historical architect Paul Cloyd, the park and the community work together to preserve not just buildings, but a community and a unique heritage. Work has included new foundations, new heating systems, automatic fire suppression and detection systems, interior rehabilitation, and exterior restoration. Historians, archeologists, planners, historical architects, engineers, park staff, and city and state officials have been involved. Use of local labor has helped the economy and created a strong park/city relationship.

SOLEDUCK VALLEY ROAD. The 1987-88 reconstruction of 12 miles of the Soleduck Valley road (Olympic NP) required extra effort to protect the ecologically significant landscape and reduce impacts on old-growth Douglas-fir and hemlock stands. The Federal Highway Administration cooperated on the project, funded by the Federal Lands Highway Program.

According to Cam Hugie, the park's liaison for the project, the road layout was staked four times before NPS personnel felt satisfied that the least possible damage would be done. The cross section was kept to the minimum width to allow for unrestricted traffic. Wooden retaining walls eliminated the need for fill in areas where trees would have been damaged or removed, and in one spot an old-growth Douglas-fir was incorporated into the retaining wall in place of a steel upright. Vista clearing was done only at interpretive pullouts.

To promptly mitigate construction impacts, an intensive re-

vegetation program was undertaken. Program goals included reducing visual impacts, restoring native plant communities, and preserving genetic resources. Natural resource specialist Nancy Dunkle organized the revegetation program. Working with assistant superintendent John Teichert, botanist Ed Shreiner, and other park employees, she developed a plan for replanting native species on 14 acres of highly visible cut slopes. The remaining 30 acres were seeded with short-lived grasses for erosion control. As these grasses died out, natural regeneration was allowed to take its course.

Revegetation preparations included collecting native seeds and cuttings, salvaging more than 10,000 native plants from the construction zone, propagating native shrubs in a small nursery (developed cooperatively with the park), initiating a native seed increase program with the U.S. Soil Conservation Service, and contracting for the propagation of additional native shrubs and trees. By the time the road was reopened to the public in summer 1988, park planting crews, assisted by Port Angeles High School students and other volunteers, had successfully restored the road corridor. A post-construction evaluation in 1990 found the plantings to be surviving well.

Next page: Before and after photos illustrating the rehabilitation of the National Park Inn at Mount Rainier NP.

Post-Occupancy Evaluation—Working to Improve Results

What happens when a project ends—when the DSC representative goes off to another project and the park staff begins to use the finished product? How does the product work? To continually improve project results and services, DSC and HPC have initiated an experimental learning program called post-occupancy evaluation. Bill Koning describes the approach as a way to measure the effectiveness of interpretive facilities and media after facilities have been operating for more than a year. The success of DSC/HPC projects is evaluated by how well visitors are served. Some of the questions being asked are:

- Do people enjoy themselves?
- Has the park purpose been complemented?
- Does the built environment enhance use of the park?
- Are unnecessary distractions removed?
- Are visitor needs met?

Comments on the success of a project from park employees should help measure planning and design effectiveness from concept to construction, thus assisting DSC and HPC personnel to design better projects while avoiding past pitfalls. All normal project elements will be included in the eval-

uation: site planning, architecture, historic architecture, engineering, interpretive media, visitor services, transportation, resource preservation, and compliance.

Two post-occupancy evaluations have been completed. The one for the Russian Bishop's House in Sitka NHP highlighted strengths and weaknesses that affect the visitor experience. For instance, the entry to the house was found to be so unobtrusive that visitors could miss it. On the other hand, the evaluation of the Paul H. Douglas Center for Environmental Education at Indiana Dunes NL found the entry to be so successful that one young enthusiast compared it to "walking into Oz."

Post-occupancy evaluations have been done inexpensively and efficiently, with minimal intrusion on visitors or park employees. One method is as simple as videotaping visitor use areas to document traffic flow and apparent ease of use. In its final form the videotape can be used with an accompanying text to train professionals, to assist in new design processes, and to improve overall project quality. Another method uses visitor and employee comments. In either case, the success of the evaluations depends on the support and involvement of park management and staff.



NATIONAL PARK SERVICE • DENVER SERVICE CENTER

PARK BRIEFS

Visitors approaching the Boott Cotton

Mills Museum pass into the mill yard using the same bridge that workers used for more than 100 years. Tracing these footsteps, they encounter a recreated 1920s weave room with ninety operating power looms. The looms are belt-driven, with their harnesses rocking and their shuttles flying. The Weave Room exhibit offers a taste of work in the Lowell mills,

complete with the clatter, heat, and smell of early factory work.

On June 19, Lowell NHP will celebrate the grand opening of the Boott Cotton Mills Museum, the first major NPS museum on industrial history. The museum occupies 40,000 square feet of a 19th century cotton mill, Boott Mill #6. On the upper floors are the Tsongas Industrial History Center, New England Folklife Center, Lowell Historical Society,

and, by year's end, the NPS NAR Cultural Resources Center.

The museum's second floor exhibit, "Lowell: Visions of Industrial America," details the impact of industrialization on America, the growth and decline of Lowell's mills, the textile production process, America's fascination with technology, "Work in the 21st Century," and more. Eastern National Park and Monument Association is opening the

Boott Museum store, a new sales area in the museum with books, prints, cloth, posters, and a variety of other sale items.

Lowell NHP, established in 1978, commemorates the city's role as the cradle of the American Industrial Revolution. The park includes textile mills, 5.6 miles of canals, operating gatehouses, and worker housing. Exhibits illustrate the history of Lowell, water-power technology, the New England farm women who comprised the earliest mill operatives, and immigrant workers. Guided tours include rides aboard turn-of-the-century trolleys. In summer months, tour boats trace the canal system, still used for waterpower.

Katie Lawhon



As the site of the first two Dred Scott trials, the old Courthouse in St. Louis has long been connected with black history. Visitors to **Jefferson National Expansion Memorial** generally participate in museum education programs, special lectures, and concerts for Black History Month. This year on February 12, undaunted by an early snow which cancelled some area schools, students crowded into the Old Courthouse Rotunda for a lecture by one of the favorite St. Louisans, baseball Cardinal Ozzie Smith, who spoke with the students for nearly an hour, crediting his mother for instilling in him the values of family, religion, education and work. Smith challenged students to complete their education and stay away from drugs. He stressed the importance of character as well as facing challenges honestly, the way with his usual congenial style, visited with students and teachers while signing autographs.

Mark Engler

PARK BRIEFS

Former NARO RD Gerry Patten wrote to employees in 1990: "I am committed to making the Region a working environment where employees can grow to their full potential... Both my own experience, and years of research in the public and private sectors have shown that a mentor is key to success for many people—whether they define success as moving up or as having a job where they feel fulfilled."

Gerry Patten asked the NARO Federal Women's Pro-

gram to launch a pilot mentoring program to give regional office staff in grades 5 to 12 access to mentors. The program, which began in 1991, focuses on women and minorities, underrepresented in higher level positions, and serves as a way to match people who are seeking or offering mentoring. The results of the first year make us hope to continue the program and expand it to the field.

Why a formal mentoring program? Why mentors and mentees? What will they each do?

And so, after many questions and answers, 17 employees volunteered to mentor 17 others. In 1991, each pair met for a minimum of one hour a month during work hours.

The Federal Women's Program manager monitors the matches. At the end of the first 6 months a questionnaire was distributed. Comments showed that mentees were working very hard at the program, for just setting up appointments with mentors takes courage for some. Mentees reported receiving help

updating SF-171s, assistance with alternative career paths, personal life guidance, continued education, and additional training. In most matches the mentor became a respected friend. Only three mentees were rematched with different mentors during the initial months. The program's success was obvious from the questionnaires. Numerous mentees wrote across the top: "I love this program."

Beryl Stella-Meszaros



Pilot Mentoring Program participants: Beryl Stella-Meszaros (coordinator), Nancy Woods, Ellen Sanderson, John Guthrie, Diana Shiba, Elyse LaForest, Christine Fisher, Gerry Swafford, Beth Kessler, Mercy Morales, Gerry Patton, Tina Cross and Myra Harrison.



Other participants included Sandy Corbett, Jim Revaleon, John Lynch, Lorraine Largess, Herb Olsen, Grace McGrath, Iris Morales, Peg Morris, Lucy D'Artista, Eleanor Pratt, Mike Regan, Elizabeth Marcus, Roberta Price, Dawne Burgess, Evelyn Aleman and Marilyn Klauber.

Visitors on group tours in New England now can experience two revolutions in one day in the NPS program, "Two Revolutions: Minute Men to Mill Workers," cosponsored by Lowell NHP and Minute Man NHP. The one-day itinerary is designed and marketed specifically for motorcoach tours. Visitors receive a quick look at historic sites and exhibits in both parks, and each group encounters costumed interpreters who recreate the period when, in a span of less than fifty years, two profound revolutions transformed the country—the American Revolution and the Industrial Revolution.

Katie Lawhon

New permanent museum exhibits addressing the natural and cultural history of **Guadalupe Mountains NP (TX)** have been installed in the park's visitor center and the historic Frijole Ranch House. The exhibits explore plant and animal relationships, as well as the area's

geologic history and its thousands of years of human occupation. Brent Wauer and Bob Valen coordinated the park's involvement with the exhibit production process and Susan Cadwallader coordinated efforts at the design center in Harpers Ferry, WV. Chief of Interpretation Bob

Valen commented, "This work is really a finishing touch for this park. We are the keepers of wonderful resources and educators of the public. Now all the elements are fully linked—the story, people, and world class resources."

Ray Dewey, president of Santa Fe Pendleton/Dewey Trading Company, Inc. recently donated \$4,632 to the **National Park Service**. The donation represented a percentage of the gross sales receipts received from the sale of the Santa Fe Trail blanket, one of six blankets in the Southwest Trails blanket series.

"We appreciate the efforts of

Mr. Dewey, noted artist Ramona Sakiestewa and Pendleton Woolen Mills," said SWRO RD John Cook. "The donation to help advance partnership, preservation, interpretation, and public use projects along the Santa Fe National Historic Trail is appreciated by all of us."

Sakiestewa combined turquoise, red and gold to form classic pueblo elements derived from

an early Pendleton design. The blanket design draws on the tradition of trade routes in the American West.

"We recrossed the creek to our camp. It was not good to see women and children lying dead and wounded. A few soldiers and warriors lay as they had fallen—some almost together. Wounded children screaming with pain. Women and men crying, wailing for their scattered dead! The air was heavy with sorrow. I would not want to hear, I would not want to see, again." (Yellow Wolf, Nez Perce warrior)

Yellow Wolf's haunting words became all too real on August 23, 1991, as a crew of archeologists and volunteers neared the end of an archeological inventory of Big Hole NB (MT). Planned for years, the inventory became a reality only after country-western singer Hank Williams, Jr., contacted the park in 1990 and offered to fund both the project and new exhibits. He told us: "I think you, I, and all involved in the Big Hole Battlefield project are interested in the same thing: unlocking some of the mysteries of the past, providing the Battlefield Visitor Center with a better display, and providing us all with a better understanding of exactly what did occur there."

The battlefield is sacred ground for the Nez Perce—many of their people were lost here. Park ranger and Nez Perce tribal member Otis Halfmoon and I kept in close contact with the tribe and consulted with them on the goals and procedures of the project. The most sensitive issue discussed was the potential discovery of a Nez Perce burial site. Archeologists felt such a discovery unlikely unless a metal object had been included with it or the earth had eroded to uncover bone. If a burial was discovered, the NPS agreed to immediately backfill the site and notify the Nez Perce Tribal Executive Committee. After consultation, we then would decide whether to leave the site alone, or excavate and rebury the

remains. Though it brought back sorrowful memories of the battle and war, the Nez Perce Tribe supported the project and several members visited the site during the inventory.

By August 4, 1991, the Midwest Archeological center, Rocky Mountain Cultural Resources Division, and Big Hole NB staff had completed the planning and compliance required to conduct the survey, and the first major archeological inventory of the site began under project director Dr. Douglas Scott, who developed the techniques used at the Little Bighorn Battlefield in the 1980s. Qualified volunteers came from throughout the U.S. and England. Some were metal detector experts, others historians, authors, military and Indian artifact experts, or teachers.

For three weeks the inventory turned up hundreds of artifacts, but no burials. During the third week, military buttons, suspender clips, and a shoe heel were located close together—evidence that a soldier may have been buried there at one time. By the end of that week no one expected to find any of the scores of Nez Perce burials.

Then, on Friday, August 23, a metal detector received a reading near the Nez Perce camp. The excavator carefully removed most of a rusted table knife. When the tip fell off he dug a little deeper to retrieve it. Only five inches below the surface he located bone. Dr. Scott came to evaluate it. At first the decomposition made it appear to be animal; then he found a portion of an ilium and realized it was human. Dr. Scott immediately reburied the remains, as we had agreed, and cautioned the staff not to discuss the discovery without the permission of the Nez Perce Tribe. He informed me of the findings and I contacted the Executive Committee, which authorized excavating the remains for reburial in a safer location as well as a field analysis to determine if the re-

mains were Nez Perce or U.S. soldier, the cause of death, and any clues to the individual's identity. Park staff agreed to keep the discovery and details of the burial confidential.

The archeological crew and I conducted the excavation with the greatest respect. What was found produced vivid images of the anguish and horror of that battle. The partial human skeleton was identified as a young girl in her late teens, most likely shot by soldiers of the 7th Infantry or Bitterroot Volunteers during the Battle of the Big Hole, though no gunshot wounds were noted during the excavation. The skull was not located—erosion, animals, or theft? The body showed evidence of extensive post-mortem mutilation. After the battle General Howard wrote: "See these women's bodies disinterred by our own ferocious [Indian] scouts! See how they pierce and dishonor their poor, harmless forms, and carry off their scalps! Our officers sadly look upon the scene, and then, as if by a common impulse, deepen their bed and cover them with earth." The discovery was graphic confirmation of General Howard's words.

The condition of the remains indicated that the body may have been exposed and reburied several times, probably due to the shallowness of the grave. Historic accounts indicate that it may have been buried before the Nez Perce left, disinterred, then shallowly reburied fairly soon after the mutilation. General Howard's account indicated that some of the soldiers buried or deepened the graves of the Nez Perce dead. Subsequent reburials could have been by visitors to the battlefield or by stream deposition.

At 1:00 p.m. on August 28, 1992 a solemn reburial ceremony was held in the Nez Perce Camp. Alan Slickpoo, Sr., tribal historian and author, Nez Perce Tribal Executive Committee member, and Chairman of their cultural resources division conducted the

ceremony with his son, Alan Slickpoo, Jr. The battlefield's staff, the archeological crew, Diane and Kathlene Halfmoon, and Marie Arthur participated. Nez Perce spiritual songs were sung, prayers and offerings given, then traditional food shared with the spirit by placing it with the remains. Two golden eagles and two hawks slowly soared overhead, a sacred sign for the Nez Perce. It was a time of mourning for the dead—for both sides as Mr. Slickpoo said. The body of a young, unfortunate Nez Perce woman, a victim of a war that she could not control or avoid, was returned to the earth with honor and respect.

After careful consideration, the Nez Perce Tribal Executive Committee has requested that the public be informed of the burial. It is a symbol of the horrible price paid in human life for the Nez Perce War of 1877. Our hope is to learn from history and not repeat it.

Jock Whitworth

NEWS & MOVES



Philip A. Francis, a 16-year NPS veteran, has been appointed to the position of associate regional director for administration in the Southwest Region. He comes to the region from Yosemite NP where he served as the park's administrative officer since 1989.

J. Farrell Saunders has been named superintendent of Russell Cave NM (AL). He transferred from the position of supervisory park ranger at De Soto NMem (FL), succeeding Dot Marsh. A native of Albemarle, NC, Farrell majored in history and taught five years in Virginia public schools before joining the NPS as a Blue Ridge Parkway clerk in 1974.

Bill Halvorson, a research biologist at Channel Islands NP since 1983, has been selected as the new leader of the CPSU at the University of Arizona (Tucson). Bill brings a broad base of experience to the job. He grew up in Phoenix, was educated at Arizona State University, taught eight years at the University of Rhode Island, and worked four years with WASO before joining the Channel Islands staff.

Mike Hill began the second year as a recipient of the Tony Bevinetto Fellowship. After working on the Hill, he is now a legislative affairs specialist in the Office of Legislative and Congressional Affairs, where he is drafting testimony and responding to Congressional inquiries.

Allen Vaira from Denali NP (AK) ranger to state magistrate (Box 181, Tok, AK 99780); **Dennis L. Carruth** from Carlsbad

Caverns NP (NM) resource management specialist to Bering Land Bridge NPre (AK) chief ranger; **Roger Andrascik** from Yellowstone NP (WY) Lake District resource management coordinator to Theodore Roosevelt NP resource management specialist (P.O. Box 7, Medora, ND 58645); **Timothy Blank** from Curecanti NRA (CO) supervisory park ranger to Ozark NSR (MO) supervisory park ranger; **Mark Bluell** from Vanderbilt Mansion NHS (NY) supervisory park ranger to Indiana Dunes NL (IN) supervisory park ranger; **Richard Klukus** from Yellowstone NP research biologist to MWRO supervisory ecologist; **Lois Wiyter** from Mammoth Cave NP (KY) to Minuteman NHP (MA) chief of interpretation (EOD September); **Charlie Stockman** from Cuyahoga Valley NRA (OH) environmental education specialist to WASO Recreation Resources outdoor recreation planner; **Bill Walters** from WASO assistant director for National Recreation Programs to Pacific Northwest Region deputy regional director; **Elizabeth Amberg** from Ozark NSR (MO) historian to Isle Royale NP (MI) historical/curatorial resource management specialist; **John Bollinger** from Andersonville NHS (GA) lead park ranger to Grand Portage NM (MN) supervisory park ranger; **David Brown** from Big Bend NP (TX) maintenance worker foreman to Lincoln Boyhood NMem (IN) maintenance worker foreman; **Craig Kenkel** from Western Regional Office architect to Midwest Regional Office supervisory architect; **Andrew Kling** from Jefferson NEM (MO) ranger to Cape Hatteras NS (NC) ranger; **Robert Andrew** from Glacier NP (MT) chief ranger to Yosemite NP (CA) chief ranger; **Martin Nielson** from Glacier

NP (MT) concessions management specialist to Yosemite NP (CA) chief of concessions management.

Send notices of moves to *Courier*, P.O. Box 37127, Washington, DC 20013-7127.

AWARDS

Charles E. Peterson, F.A.I.A., historian and preservation architect, received the Joseph Jackson Award from the Atwater Kent Museum in Philadelphia. The award recognizes individuals who have spent their lives interpreting Philadelphia's history to the general public.

Eastern National Park and Monument Association coordinated a special achievement awards luncheon in Old San Juan, Puerto Rico to honor San Juan NHS staff. Superintendent **William P. Crawford** accepted the award presented by Eastern President George Minnucci before SERO Deputy RD Jack Ogle and Chief of Operations Mark Hardgrove, as well as 45 employees of the historic site. The award recognized the successful multi-media installation at Castle San Felipe del Morro.

Director Ridenour may not be an Olympic long distance athlete, but he received a gold medal, nonetheless, for going the distance in tough negotiations involving Yosemite Park's concessioner.



Outstanding Service awardee Jim Ridenour (left) accepts congratulations from Interior secretary Manuel Lujan.

Secretary Lujan presented Ridenour with the highest departmental award, the Outstanding Service Award, praising Ridenour's negotiations with MCA Inc., the parent company of Yosemite Park and Curry Company. Ridenour facilitated the transfer of the park's concession contract from media giant MCA, which was purchased by Matsushita Electric and Industrial Company, to the National Park Foundation.

"Director Ridenour was innovative and flexible and demonstrated good, sound business sense as well as a tremendous sensitivity for the natural environment the Service is there to protect," said Secretary Lujan. "In addition, he had a vision and commitment to doing what was in the best interest of the American public."

Kristin Mahan

The seventh annual meeting of the Everglades Coalition provided the opportunity for Southeast RD James Coleman to publicly recognize former Assistant Secretary of the Interior **Nathaniel P. Reed** as the 1991 recipient of the Ernest F. Coe Award. The award was established in 1989 to be given annually to rec-



ognize the individual, group, or agency that has done the most to preserve and protect Everglades NP. In making the presentation, RD Coleman cited Mr. Reed's long-standing leadership in park resource protection issues, including his efforts in funding the establishment of the South Florida Research Center and his insistence on protection and preservation of the Everglades ecosystem as a boardmember of the South Florida Water Management District. Previous award recipients were President Bush (1989) and Marjory Stoneman Douglas (1990).

Pat Tolle

Florissant Fossil Beds NM Superintendent Dale Ditmanson presented a plaque to Dr. F. **Martin Brown** in recognition of his contri-



butions to paleontology and the National Park Service. Dr. Brown, aka "Brownie," first excavated fossils at Florissant in 1931 and, for more than 60 years, has been a primary contributor to the body of scientific knowledge associated with the area. In 1976, then Superintendent Jack Williams recognized him as a volunteer-in-park. Brownie contributed countless hours of research time developing the Florissant collections. Dr. Brown has written 10 secondary and college level earth science texts and more than 250 scientific articles.

Timothy Manka, who worked 13 summers as a seasonal in national parks and whose vita states his goal to have been achieved in 1963 when he became a ranger naturalist in Glacier NP, received the singular honor this year of being listed in *Who's Who Among America's Teachers*. This publication is dedicated exclusively to the recognition of this nation's premier teachers. Nominations are made by students who themselves are listed in *Who's Who Among American High School Students* or who have made the *National Dean's List*. Manka, a science teacher in the Pittsburg (PA) public school system, was nominated by a student for whom Manka's teaching had made a difference.

RETIREMENTS

Charles (Chuck) K. Tobin, a fourth generation NPS employee, retired after 40 years of service. His family began working in Sequoia NP when his great-grandfather, Charles Keller, collected park fees before the park was founded. Keller was part of the Kaweah family, and helped build the first steps up Moro Rock, as well as the road from Giant Forest to the river. The tradition continued with Chuck's grandfather, Carl Keller, one of the first four park rangers at Sequoia NP, and a ranger-packer for the Stephen Mather party. Carl donated land for the library, cemetery, and church in what is now Three Rivers, CA.

Chuck's father, Daniel J. Tobin, began his federal career with the Treasury Department in Washington, DC, but eventually moved west. He served as assistant superintendent of Sequoia NP and retired as superintendent of Lassen Volcanic NP.

Chuck was born in Sequoia NP at the Giant Forest hospital that has since been removed. His older brother, Daniel J. (Jim) Tobin, had a long NPS career that ended with his work as Pacific Northwest Regional Director at the time of his death. Unlike his relatives, Chuck pursued an NPS maintenance career that started in Lassen Volcanic NP and continued at such national parks as Sequoia, Olympic and Yellowstone. His particular interests were in safety and medical emergencies, and he taught or assisted in many of the first aid and EMT classes in the Yellowstone and southern Montana areas.

Even though Chuck has retired, his family's contribution to the NPS continues. Daughter-in-law Paula Tobin works as a budget assistant in Yellowstone. Chuck and his wife, Marilyn, have retired to Livingston, MT, where Chuck remains active in the medical emergency field.

Carlsbad Caverns NP Superintendent **Wallace B. Elms** retired May 30. He began his NPS career in 1956 at the caverns, and went on to serve in ten different NPS units and was superintendent of four of them. His 36-year career took him to Lake Mead NRA (NV), Fort Jefferson NM (FL), Wind Cave NP (SD), Valley Forge NHP (PA) and other NPS areas.

Carlsbad Caverns NP supervisory ranger **Manuel H. Cortez** has retired after 36 years of federal service, 26 of those years with Carlsbad Caverns. He started at Carlsbad as a park guide, then was promoted to a supervisory position. In 1972, he and his wife, Dolores, provided bilingual assistance to delegates attending the Second World Conference on National Parks held at Yellowstone and Grand Teton NPs. Cortez also has received two unit citations and two special achievement awards.

DEATHS

Virginia Kate Pringle died January 4 at age 85, and was buried in the town of her birth, Birdgewater, SD. She worked 23 years as an interviewer with the Iowa State Employment Service, then worked 18 years more as a secretary at Rocky Mountain NP, before retiring in 1976. Survivors include numerous nephews and nieces. Contributions in her memory may be made to the charity of the donor's choice.

Lionel J. Bienvenu, 60, died of heart failure on February 26 in Chalmette, LA. He worked 24 years for the Park Service, beginning in 1957 at Fort Frederica, GA. Other assignments as a historian took him to Morristown NHP (NJ), Roosevelt-Vanderbilt (NY), Fort McHenry NM (MD) and Cabrillo NM (CA). He served as superintendent of Pea Ridge NMP (AR), and retired from Jean Lafitte NHP (LA).

After five years of retirement, working with coins and genealogy research, he returned to work as a military historian and librarian for the Louisiana National Guard, receiving the Louisiana Medal of Honor, the DAR Medal of Honor and Rotarian of the Year. He received a meritorious service award while at Cabrillo.

He is survived by his wife, Pat (2832 Regal Dr., Chalmette, LA 70043), and four children. A memorial fund in his name has been set up at the Jackson Barracks Military Library.

Ray Zerbst, 54, husband of Shirley Zerbst, died unexpectedly March 10, at his home in Dollar Bay, MI. A veteran of the U.S. Army and a graduate of Michigan Technological University, he had worked for the NPS maintenance division at Isle Royale NP since 1979.

Ray will be greatly missed by park managers because of his dedication, his continued contribution to maintenance activities, and his overall job excellence. To an even greater degree, he will be missed by his friends and coworkers, by all those who knew him at Isle Royale. He brought a special joy and happiness to the park that made life just that much easier in a remote and isolated area. Ray will be remembered for his smile, his delight in fishing and his concern for coworkers.

Kristine Kuker & Brian Ruddy

Dot Marsh, who recently retired after serving 28 years at Russel Cave NM, died February 11, after a long battle with throat cancer. She began at Russel Cave as a secretary on April 4, 1963, advanced to administrative officer, and then to superintendent in 1982. Soon after her retirement in September 1991, she received the Department of the Interior's Superior Service Award.

Dot is survived by her husband, W. H. Marsh, Sr. (17 Ruby Street, Bridgeport, AL 35740).

Frank D. Rentschler, 85, died November 17, 1991. He served in the U.S. Air Force from 1943 to 1946, and retired after 26 years in the reserves as a Major. He taught science in the Pomona school system for 37 years. Rentschler served as a seasonal ranger naturalist at Yellowstone NP from 1946 to 1969. He is survived by his wife, Helen (1117 Oak Hill Drive, Pomona, CA 91768), and two daughters.

Fred McLaren, who celebrated his 100th birthday on February 5, died March 13 at his home in Poulsbo, WA. Fred was born in 1892 in Colorado, and spent his early years in the Boulder and Niwot area, working later as a cowboy and a stagecoach driver. In 1911, he rode his horse from Colorado to the Big Horn Basin of Wyoming and Montana where he worked on ranches and as a partner in two restaurants. He served with the Army in France during World War I as a motorcycle courier. Then on August 13, 1919, he married Martha Iva Montgomery. McLaren began his NPS career as a Rocky Mountain NP ranger on March 18, 1921. In 1927, he and his family moved into the newly constructed Grand Lake Ranger Station. He retired April 1957, as chief ranger of Shadow Mountain NRA, after 36 years with the Service. His wife died in 1966. In 1968, he married Ruth Kaufman Myers.

McLaren's three sons, Dick, Doug, and Bert, were NPS career rangers. Dick, who retired in 1980 as Grand Canyon NP assistant chief ranger, died in 1991; Bert, who retired in 1986 as a Rocky Mountain NP ranger, lives in Estes Park, CO; and Doug, who retired in 1987 as Grand Teton NP district ranger, continues to volunteer at the park. Fred is survived by his wife, Ruth (21088 Little Valley Road, NE, Poulsbo, WA 98370), three sons, a daughter, 21

grandchildren, 34 great-grandchildren, and one great-great-grandchild. During the summer Fred's ashes will be scattered at the Grand Lake Cemetery in Shadow Mountain NRA.

Lady Dee McLaren, 62, died March 13, outliving her husband, Dick McLaren, by less than two months. She is survived by two daughters and two grandchildren.

Sterling Munro, administrative assistant to Senator Henry Jackson for 25 years, died at age 60 after a long, quiet public service career that contributed to the creation of North Cascades and Redwood NP. He was also involved in the National Environmental Protection Act, the Youth Conservation Corps Act, the National Wild and Scenic Rivers Act, the national wilderness system, the Land and Water Conservation Fund Act, and other natural resources legislative efforts supported by Senator Jackson. In 1976, he returned to Washington state after having served as chief of staff for Jackson's bid for the Democratic presidential nomination. He became administrator of the Bonneville Power Administration, then a consultant and finally vice president for a Seattle municipal bonds company. Survivors include his wife, Gene, seven children and 13 grandchildren.

MEMBER NEWS

E&AA life member Dr. Polly A. Kaufman is teaching full time at Bowdoin College. She looks forward to a sabbatical next fall when she hopes to finish her work on "The History of Women in the National Park Service."

Former Director Russ Dickenson reports his six-year association as a member of the Board of Trustees for Guest Services, Inc., to be coming to a close. The corporate bylaws limit service to two three-year terms, and no one may serve past age 70. He found the experience to be rewarding, with valuable insights into the NPS concessioner relationship.

E&AA member John F. Cissell, who was recently appointed to the superintendency of Kennesaw Mountain NBP (GA), is a third-generation NPS employee. His grandfather, John M. Cissell, served as custodian of Abraham Lincoln Birthplace (KY) from 1916 to 1933 under the War Department and from 1933 to 1948 under the Park Service. Prior to 1916 he was employed by the Lincoln Farm Association to care for the Memorial Building and grounds. As early as 1897 he helped mark the logs and dismantle the cabin to ship to Nashville for an exhibit. Mr. Cissell passed away in 1960.

John's father, Stewart, worked as a guide and laborer at the birthplace in 1933, serving a tour of duty in the Army during the war years and not returning to the birthplace until in 1968. He retired on disability in 1970 and died that same year.

Howard Baker's 1973 "Biographical Sketch File of Second and Third Generation NPS Families" lists John as a student at Western Kentucky University where he majored in American History. He worked temporarily at the birthplace while attending college, then went on to other NPS assignments.

Doyal and Pat Yaney who winter in Arizona and summer in Montana recently shared an account of their busy, exciting 1991. In January, they took their RV to Targhee Pass, unhitched the car, and drove separately over the pass. Wintering in Yuma, they enjoyed tennis and their new computer, then

went to visit children in Los Angeles, returning afterwards to their home in Indiana to get ready for the big move. The Yaney's visited Glacier in early July, then traveled on to the Tetons. October included an Elderhostel trip—they boarded the two-masted schooner, *Zodiac*, in Bellingham, WA, and spent five days sailing in the Juan de Fuca straits. In his report of that trip, Doyal gives many interesting details. For more, write to them. Their address is in the latest *E&AA Alumni Directory*.

Bob Branges, who worked with Dick McLaren ten years at Yosemite and Grand Canyon NPs, felt moved by his long-term admiration for McLaren to make a donation in his memory to the Education Trust Fund. Branges said McLaren frequently was referred to by his peers as a "ranger's ranger."

Courier alumni editor Naomi Hunt enjoyed a recent trip to Florida where she visited with friends and family.

Burt Coale, who retired as MWRO public affairs officer in 1973, has been named editor emeritus of "The Chimes of Trinity Cathedral," published monthly at Trinity Cathedral in Omaha. The cathedral has an extensive publications program, which Burt had been an active part of until ill health forced him to relinquish his responsibilities in early 1991. Burt also received honorary membership in the Rocky Mountain Association. This recognized his contribution to its publications during his active years.

Gloria Ballard, who retired from SERO in 1989, reported she and her husband, Wayne, had planned to attend the September E&AA Reunion in the Smokies when family illness prevented the trip. They are planning on Yosemite in 1993.

Yellowstone NP public affairs officer Joan Anzelmo spent time in Paris, France, during April, on an assignment for Priscilla Baker, WASO-Tourism. The job required a uniformed park employee who was fluent in French. The international skills roster brought

up Joan as the top candidate. She addressed the International Travel and Tourism Conference.

Neal Guse, Sr., and his wife, Mary, continue to enjoy retirement life at 9403 Hidden Valley Circle, Sun City, AZ 85351-1419. Almost 20 years have passed since they left San Francisco. They continue to enjoy taking a major trip annually, their most recent being a Caribbean cruise last November.

John and Alice Stratton (P.O. Box 681, 29 Palms, CA 92277) enjoy keeping in touch with old friends and personnel changes through *Courier*. They send their thanks to E&AA for making this possible. John retired in 1971 as chief, Employee Evaluation, WASO.

The winter 1992 issue of *Montana: The Magazine of Western History* contains an article on the recent name change for Little Bighorn Battlefield, written by historian Doug McChristian. NPS retiree Bob Utley also has an article on the battlefield in that issue.

BUSINESS NEWS

The 1916 Society selected Bolling Air Force Base Officers Club as the site of the dinner recognizing the 76th anniversary of the creation of the National Park Service, traditionally held August 25. A bountiful buffet will be served in the Capital Ballroom. Wine will be included with the meal; a cash bar will be available. The cost per person is \$27, which includes the buffet and gratuity. A short program following the dinner will feature a 33-minute video on the history of the White House. This year marks the 200th anniversary of the laying of the cornerstone, and this event will be recognized at the dinner.

The gala reception will begin with cocktails at 6:30 pm on August 25, followed by dinner at 7:30. Although invitations will be sent later, reservations may be made by sending checks to E&AA, P.O. Box 1490, Falls Church, VA 22041.

point of not having a sign, since that would require them to be open all the time. And they book rooms by reservation only, requiring a deposit far enough in advance to assure themselves that their guests are serious about the visit. If they get too popular as they have in the past (169 nights with guests during their biggest year) and find themselves dreading the arrival of the next group of B&Bers, they simply cut back and book fewer couples.

What's the most time-consuming part of this enterprise? According to Phil, it's the laundry. Their sauna, which is available to guests, had a stack of fresh towels always on hand until a couple used 11 at one time. After that, the number of towels "on tap" was limited to a slightly more conservative number. Phil also irons all her top sheets, a task that alone can take up a sizable amount of time.

The least stressful part of running a B&B is the preparation for breakfast. Phil and Bob equally share all phases of a day's work—from doing the laundry to preparing the morning meal—but it's especially at breakfast that the two of them work smoothly in tandem. Phil cooks while Bob takes beverage orders. Then, after serving up the juice and fruit, he sits down with guests, helping to promote a friendly, comfortable atmosphere around the table until Phil finishes preparations for the main course. This done, Phil sits down also, before plates of Finnish pancakes, eggs a la goldenrod, or any of the other delicacies she serves up. More and more often, guests turn out to be vegetarians, making breakfast meats a less regular part of the breakfast line-up. But there's plenty of fruit and homemade bread to fill the gap, and the 180 degree view of the mountains beyond the Jacobsens' windows and porches is almost enough to make even the hungriest sojourner forget about breakfast. Guests returning for a second or third visit find the Jacobsens' thoughtfulness expressed by the fact that breakfast is always different. Phil keeps a record of what she serves, so that return customers find the breakfast table groaning with new and untried treats.

Bob and Phil's years in the Park Service gave them many things—good friends, a strong conservation ethic, stories to share and, most important for the work they do now, an attitude of hospitality they still express as host and hostess to B&Bers from around the world. Phil remembers having been instructed that you "run a business by telling people what they can do and how they can do it but letting them think they're deciding it for themselves." The Jacobsens may have followed this advice, but only with their own special style. Their

graciousness continues to go a long way toward helping guests feel at home in the Luray, VA, hills, and, beyond that, well, a full cookie jar doesn't hurt either.

Note: If anyone would like further particulars about starting a Bed & Breakfast, Phil and Bob would be happy to visit with them if they call 703/743-6434.

Shenandoah Countryside Cornmeal Fruit Waffles

1 cup all purpose flour	1 cup yellow cornmeal
2 tsp baking powder	2 beaten egg yolks
1 tsp soda	2 cups buttermilk
1 tsp sugar	1/4 cup salad oil
1/2 tsp salt	2 stiffly beaten egg whites

Sift first five ingredients. Stir in cornmeal. Mix in yolks, milk and oil. Add to other ingredients. Fold in whites. Bake in waffle iron. Makes 12 waffles.

Dribble maple syrup over baked waffles. Cover with bananas, sliced lengthwise. Top with three or four slices of fresh or canned peaches or pears. Slightly sweeten cottage cheese with sugar and flavor with almond extract. Spoon this over fruit and decorate with sprigs of mint.

NPS CALENDAR*

May 2 – Craters of the Moon NM proclaimed in 1924

May 11 – Glacier NP established in 1910

May 14 – Carlsbad Caverns NP established May 14, 1930

May 15 – Nez Perce NHP authorized in 1965

May 18 – Natchez Trace Parkway established under NPS in 1938

May 19 – National Parks and Conservation Association created in 1919

May 21 – Theodore Roosevelt Island authorized in 1932

May 22 – Crater Lake NP established in 1902; Shenandoah NP and Great Smoky Mountains NP authorized in 1926

May 23 – Harry S Truman NHS established in 1983

May 24 – Colorado NM proclaimed in 1911

May 25 – Mammoth Cave NP authorized in 1926

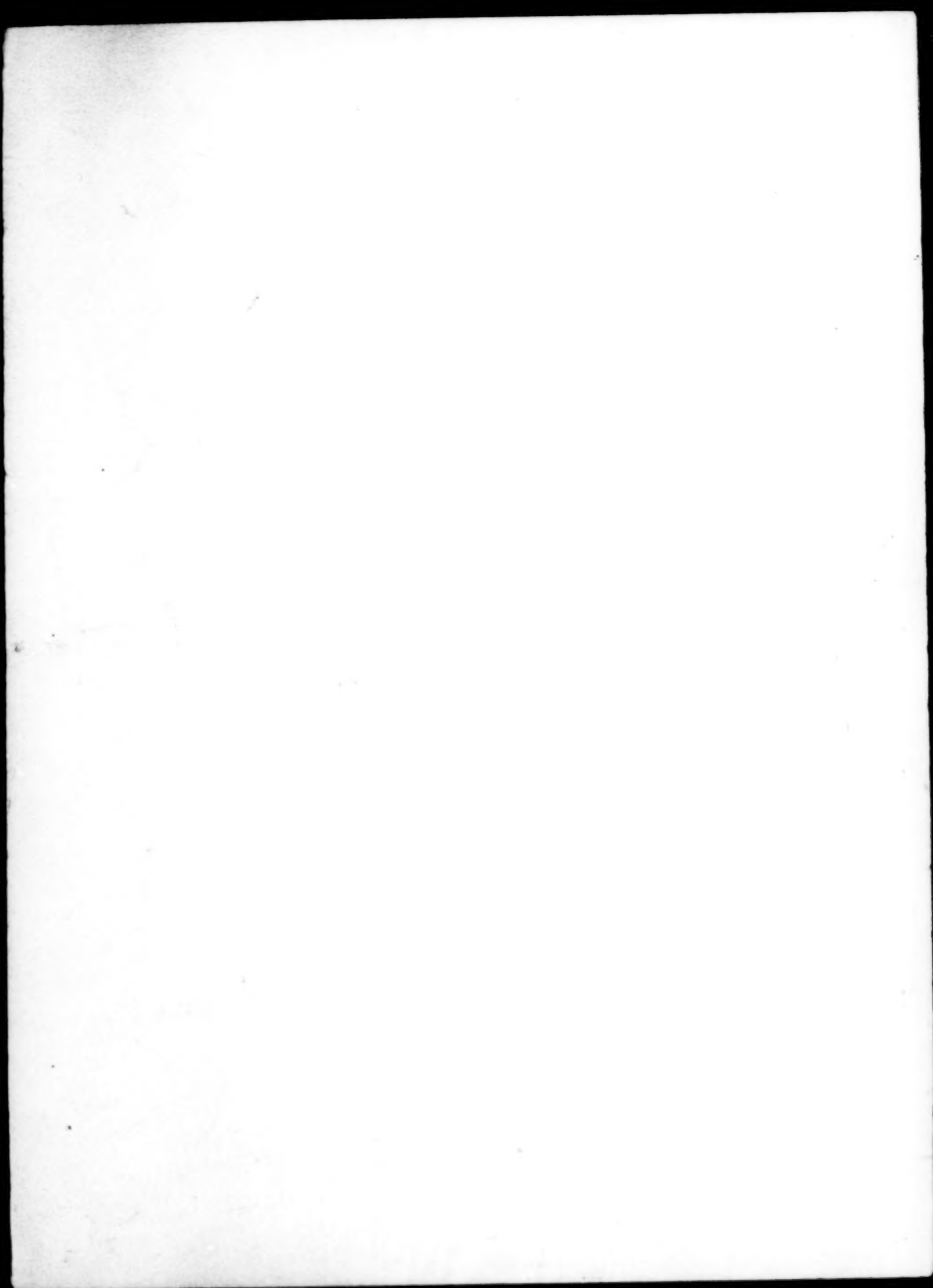
May 26 – Philadelphia Custom House (Independence NHP) and Federal Hall NM designated in 1939

May 27 – Eleanor Roosevelt NHS authorized in 1977

May 29 – Fort Washington Park authorized in 1930

May 30 – Everglades NP authorized in 1934

**E&AA joins the superintendents and their staffs of the areas celebrating anniversaries in the month of May.*



END

9-23-92